

Burke, Julie

From: Tessier, Brigitte
Sent: June 15, 2018 10:20 AM
To: Burke, Julie; Edwards, Tammy; Bergeron, Anne Renée
Cc: Gualtieri, Francesca; Boey, Fiona; Prosper, Hantz
Subject: RE: CBSA ABW Pilot Project & Agency's Teleworking Policy

Thanks, Julie.

I will get in touch with Francesca to discuss this some more.

Brigitte

From: Burke, Julie
Sent: June 15, 2018 9:44 AM
To: Tessier, Brigitte <Brigitte.tessier@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Bergeron, Anne Renée <AnneRenée.Bergeron@cbsa-asfc.gc.ca>
Cc: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Boey, Fiona <Fiona.Boey@cbsa-asfc.gc.ca>; Prosper, Hantz <Hantz.Prosper@cbsa-asfc.gc.ca>
Subject: RE: CBSA ABW Pilot Project & Agency's Teleworking Policy

Francesca will be your contact on this file.

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

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From: Tessier, Brigitte
Sent: June 15, 2018 8:28 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Bergeron, Anne Renée <AnneRenée.Bergeron@cbsa-asfc.gc.ca>
Cc: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Boey, Fiona <Fiona.Boey@cbsa-asfc.gc.ca>; Prosper, Hantz <Hantz.Prosper@cbsa-asfc.gc.ca>
Subject: RE: CBSA ABW Pilot Project & Agency's Teleworking Policy

Good morning,

Can you please advise who would be the contact in order to work out the next steps regarding the information provided below.

Feel free to contact me if you have any questions.

Thanks and have a great Friday!

Brigitte

From: Prosper, Hantz

Sent: June 8, 2018 5:15 PM

To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Bergeron, Anne Renée <AnneRenée.Bergeron@cbsa-asfc.gc.ca>

Cc: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Tessier, Brigitte <Brigitte.tessier@cbsa-asfc.gc.ca>; Boey, Fiona <Fiona.Boey@cbsa-asfc.gc.ca>

Subject: CBSA ABW Pilot Project & Agency's Teleworking Policy

Bonjour,

I met with Tammy last month and suggested that I write to inform you of our future project for the Agency as well as provide an opportunity for us to work together on the Agency's teleworking policy. This will give us the occasion to ensure that human resources requirements are applied in addition to incorporating elements of our evolving workplace.

To provide you a bit of context, the National Real Property and Accommodations Directorate (NRPA) are undertaking an Activity Based Workplace (ABW) pilot project for the Agency. This project which is part of the President's 15 Renewal Initiatives (space rationalization / optimization) aligns with the workplace renewal that is happening across the Government of Canada.

The vision is to provide the following:

- Greater employee flexibility in where and how we work in order to promote productivity;
- Create a modern workplace to provide experiences and quality of service;
- Innovate our Agency needs in every dimension; and,
- Retooling our work environments to encourage collaboration, using technology in smarter ways, and fostering a culture of health and well-being.

This project will give us the chance to assess aspects of an ABW workplace such as environmental (physical) and services features.

Presently we are confirming the location and timeline for the pilot project however we wanted to commence the process of working together on incorporating items that will support the new way of working while we continue to align with the acts and regulations.

For additional information, please find attached our approved investments analysis report that was developed in the past (location no longer applies) as well as a presentation for context. Brigitte (cc'd) is the lead for this project; please confirm who is the best person to contact within your teams to follow up with next steps.

Thanks and have a wonderful weekend ☺

Hantz.

Hantz Prosper, P.Eng., MBA.

Director, Infrastructure, Project Delivery Division
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Canada Border Services Agency | Government of Canada
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Direction des services nationaux de gestion des biens immobiliers et des locaux | Direction générale du contrôle
Agence des services frontaliers du Canada
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Burke, Julie

From: Burke, Julie
Sent: June 28, 2018 10:44 AM
To: Bergeron, Anne Renée
Cc: Gualtieri, Francesca; Mullin-Baker, Patricia; Regimbald, Linda
Subject: FW: AWA

Can we get these stats?

Julie Burke

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From: Thibodeau, MarcR (HRB-HQ)
Sent: June 28, 2018 10:36 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: AWA

Julie:
I am looking for stats by DG of # of employees who are on AWA (Compressed work week and telework).

Marc Thibodeau
Director General
Labour Relations and Compensation Directorate, Human Resources Branch
Canada Border Services Agency / Government of Canada
Telephone 613-948-9861 / Fax 613-948-9838 / TTY: 866-335-3237
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Téléphone 613-948-9861 / Télécopieur 613-948-9838 / ATS : 866-335-3237
MarcR.Thibodeau@cbsa-asfc.gc.ca

Burke, Julie

From: Gualtieri, Francesca
Sent: July 5, 2018 02:48 PM
To: Burke, Julie
Subject: AWA Information: Compressed
Attachments: 20180705-AWAOverview.xlsx

Hello Julie,

As per CAS there are 2,407 full time employees on compressed shift and 56 employees on other types of compressed schedules.

If required, please refer to the attached spreadsheet which provides additional compressed related information (i.e. employee names...etc.).

Unfortunately, the CAS does not track telework. Let me know if you would like the regions to manually validate the number of current/active telework cases for this purpose.

Area of Responsibility	Region	DG's	Compressed	Total
President's Office			2	2
IA&PE		Claudette Blair	5	5
CARM			1	1
HRB		France Guèvremont	2	143
		Keren Hawkins	69	
		Marc Thibodeau	21	
		Réa MacKay	50	
		Melani Bejder	1	
Comptrollership		Jimmy Fecteau	45	72
		Gibby Armstrong	8	
		Charles Chenard	8	
		Pierre Lessard	10	
		Scott Taymun	1	
Programs		Charles Slowey	72	230
		Andrew Lawrence	36	
		Talal Dakalbab	14	
		Jennifer Lutfallah	40	
		Doug Band	68	
ISTB		Dave Beach	78	330
		Kelly Bélanger	36	
		Daniel Tremblay	87	
		Phil Lightfoot	31	
		Geneviève Binet	12	
		Gino Lechasseur	23	
		Franco Germano	61	
		CARM	2	
Corporate Affairs		VPO	2	79
		Robert Mundie	25	
		Erika-Kirsten Easton	3	
		Natasha Alimohamed	41	
		Berdj Gerikyan	8	
Operations	Atlantic	Chris Lorenz	35	35
	Quebec	Patrick Lefort	340	340
	NOR	Shawn Hoag	45	45

	GTA	Lisa Janes	321	321
	SOR	Rick Comerford	106	106
	PRA	Nina Patel	208	208
	PAC	Roslyn MacVicar	402	402
	NHQ	Talal Dakalbab	9	143
		Paul Porrior	59	
		Andrew LeFrank	34	
		Lisa Janes	41	

Thanks,

Francesca Gualtieri

Senior Advisor, Labour Relations Program, Human Resources Branch
Canada Border Services Agency / Government of Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NEW Tel: 613-946-4288

Conseillère principale, Programme des relations de travail, Direction générale des ressources humaines
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francesca.gualtieri@cbsa-asfc.gc.ca / NOUVEAU Tél. : 613-946-4288

From: Burke, Julie
Sent: June 28, 2018 11:08 AM
To: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>
Cc: Mullin-Baker, Patricia <Patricia.Mullin-Baker@cbsa-asfc.gc.ca>
Subject: RE: AWA

Regions as well

Julie Burke

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From: Gualtieri, Francesca
Sent: June 28, 2018 10:52 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Mullin-Baker, Patricia <Patricia.Mullin-Baker@cbsa-asfc.gc.ca>
Subject: RE: AWA

Hi Julie,

Do you only need this information for NHQ or for all regions?

Thanks,
Francesca

From: Burke, Julie
Sent: June 28, 2018 10:44 AM
To: Bergeron, Anne Renée <AnneRenee.Bergeron@cbsa-asfc.gc.ca>
Cc: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Mullin-Baker, Patricia <Patricia.Mullin-Baker@cbsa-asfc.gc.ca>; Regimbald, Linda <Linda.Regimbald@cbsa-asfc.gc.ca>
Subject: FW: AWA

Can we get these stats?

Julie Burke

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Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: AWA

Julie:

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Labour Relations and Compensation Directorate, Human Resources Branch
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Name of Director General	AWA by DG
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Charles Slowey	
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Talal Dakalbab	14
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Phil Lightfoot (a)	
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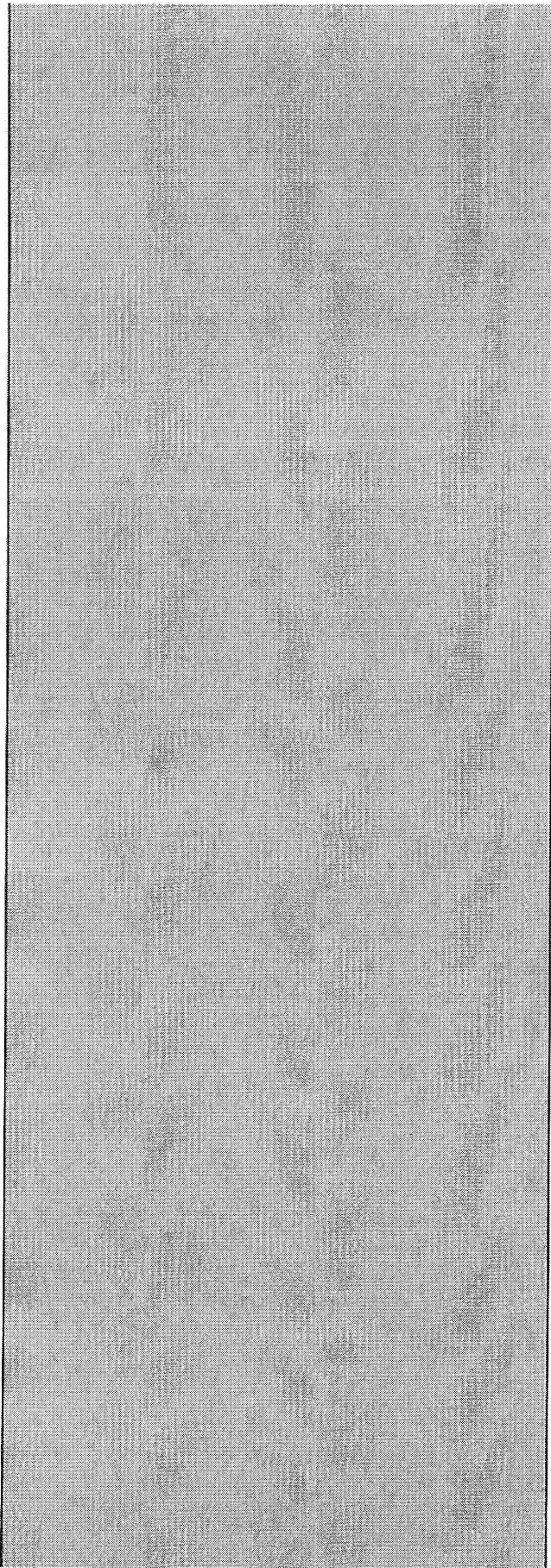
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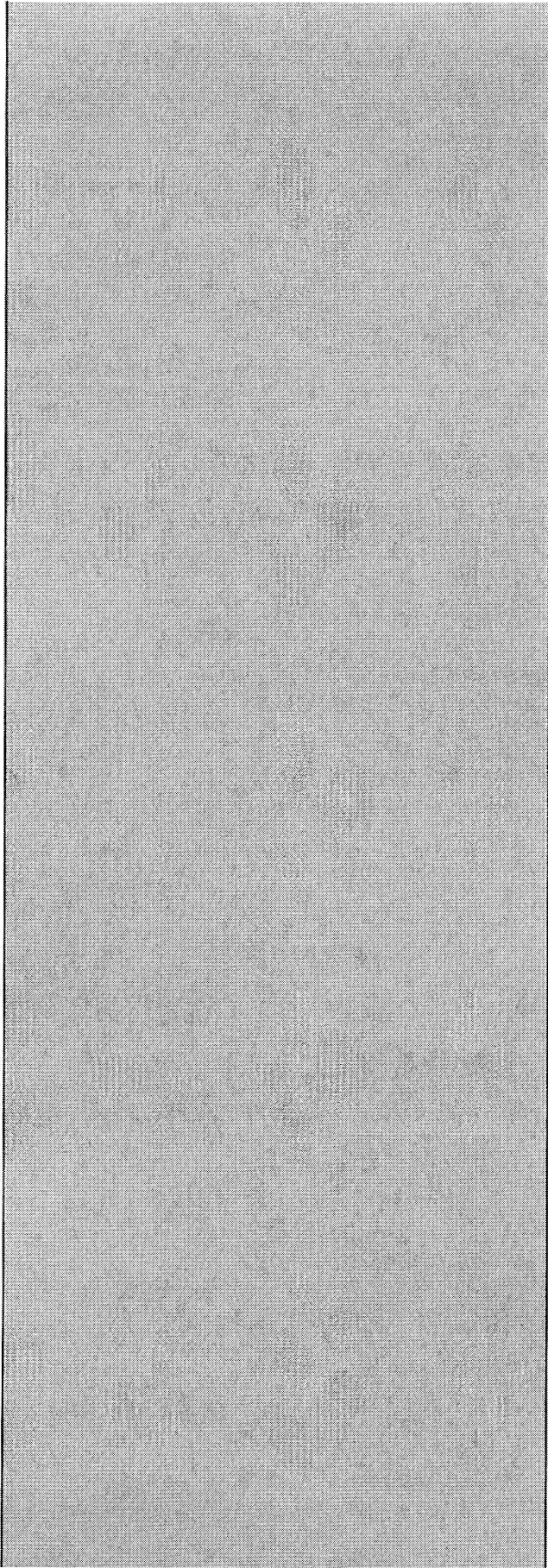
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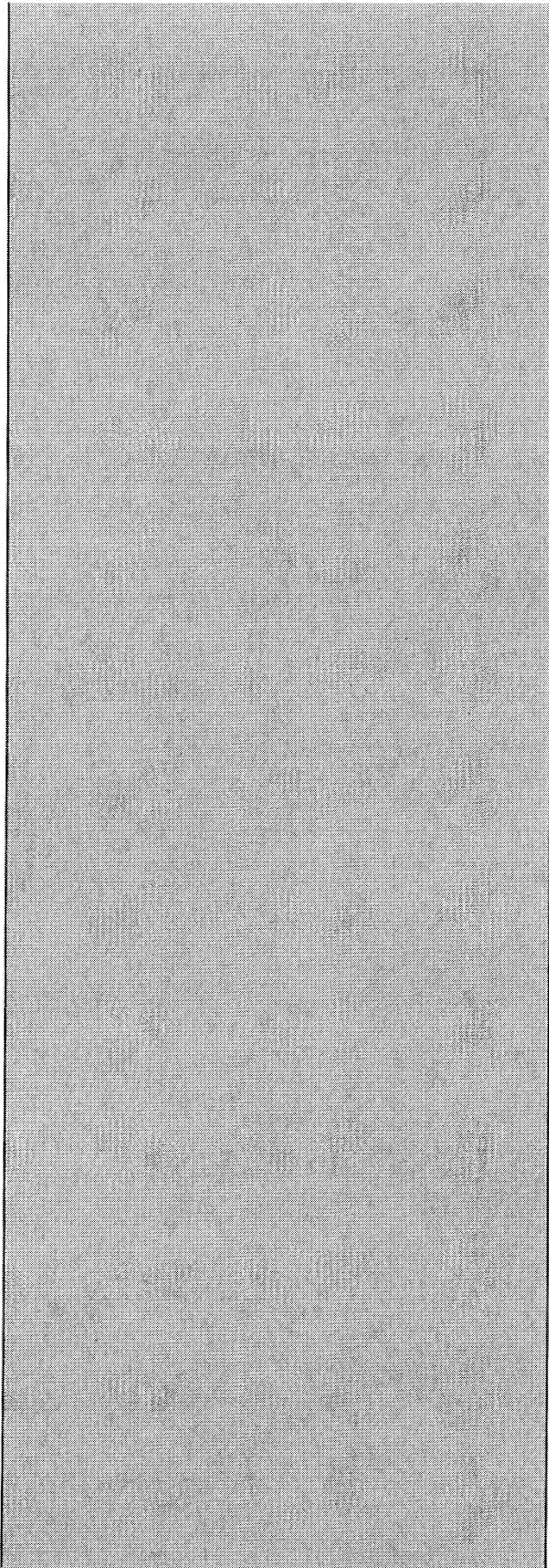
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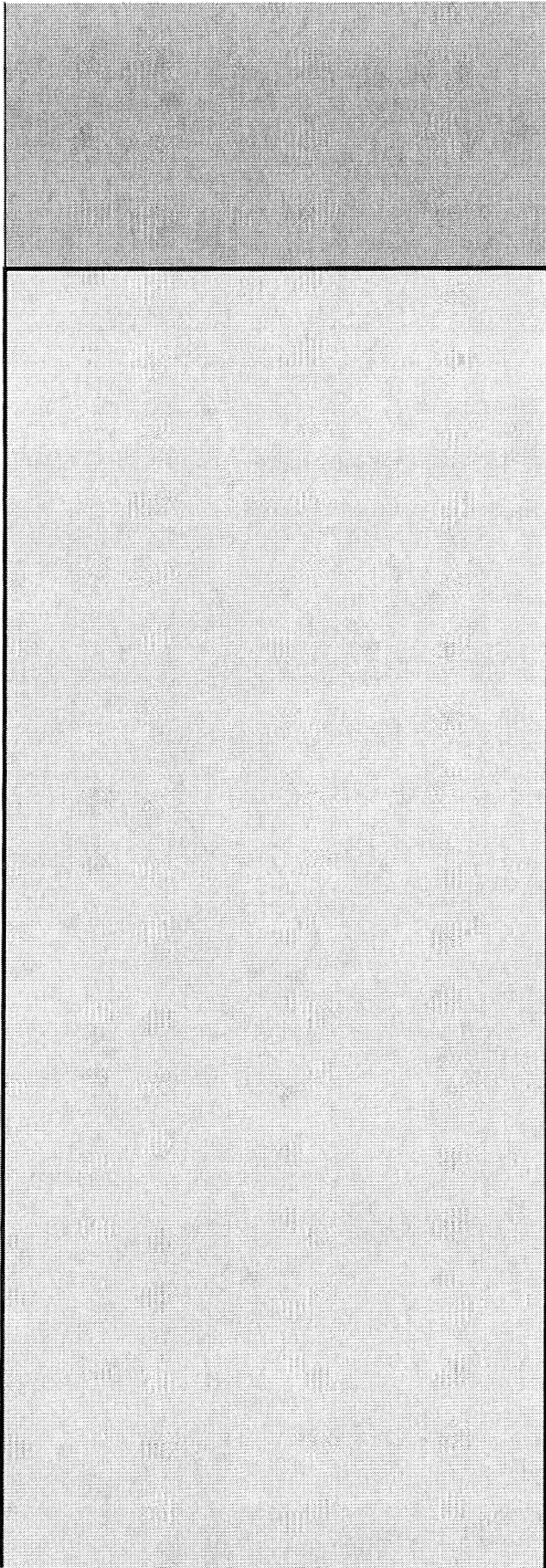
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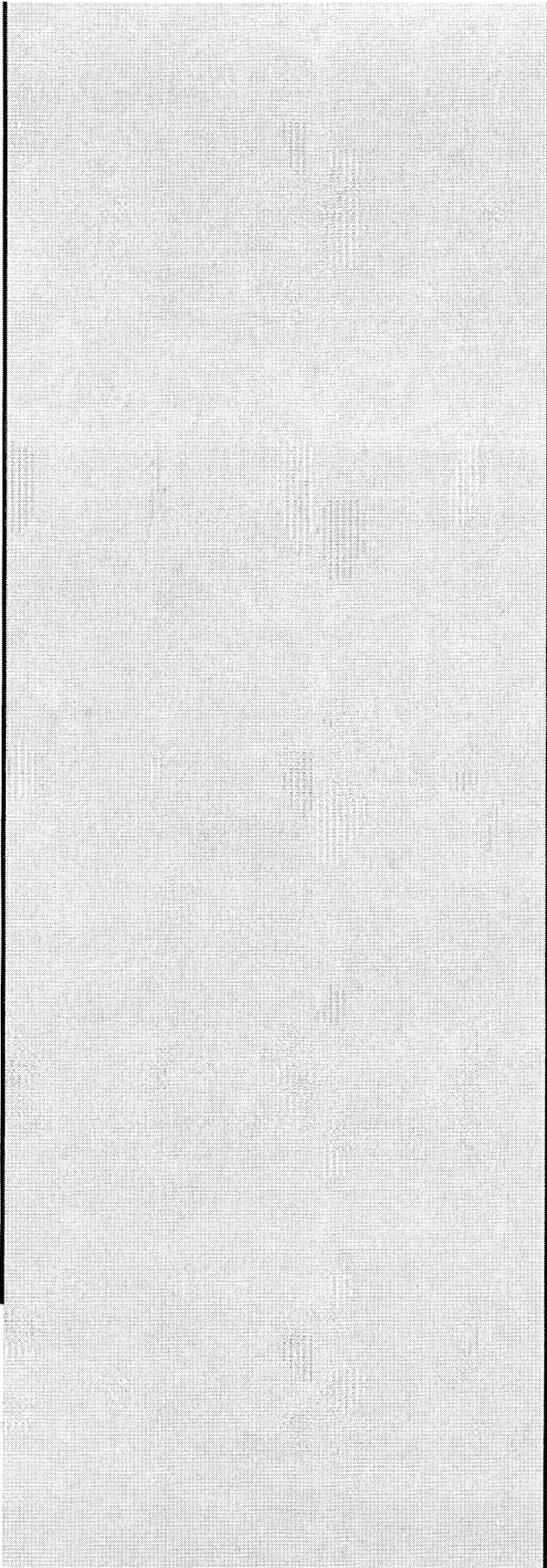
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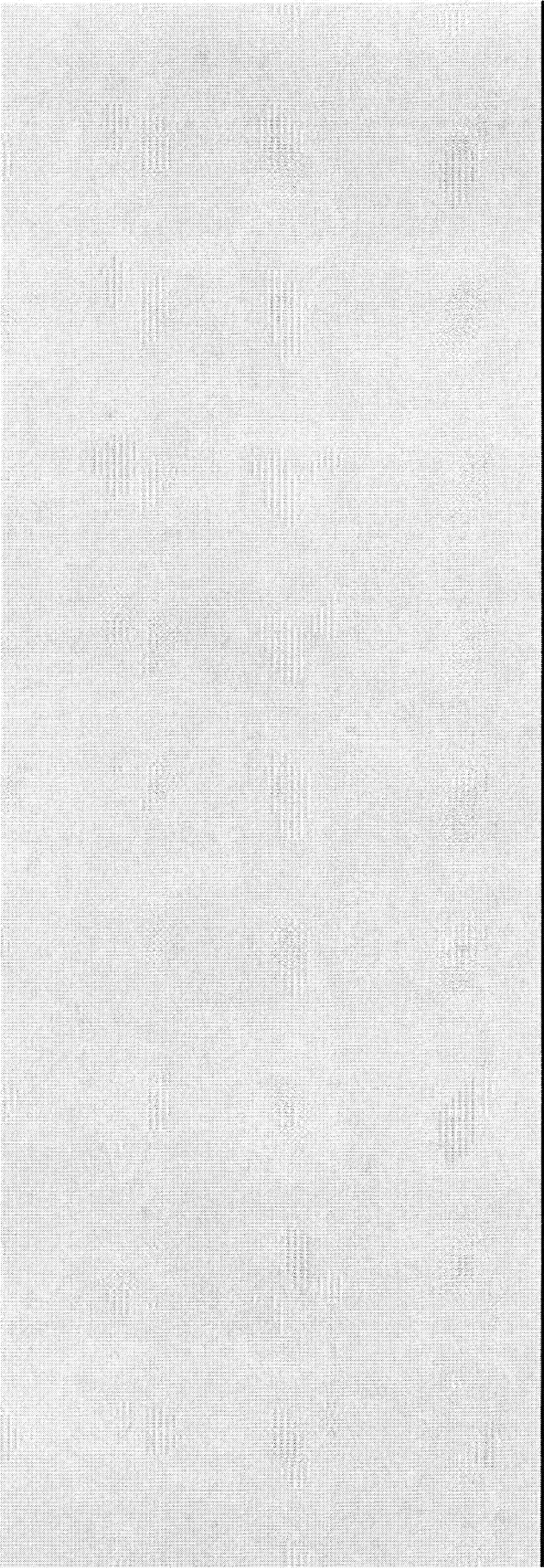




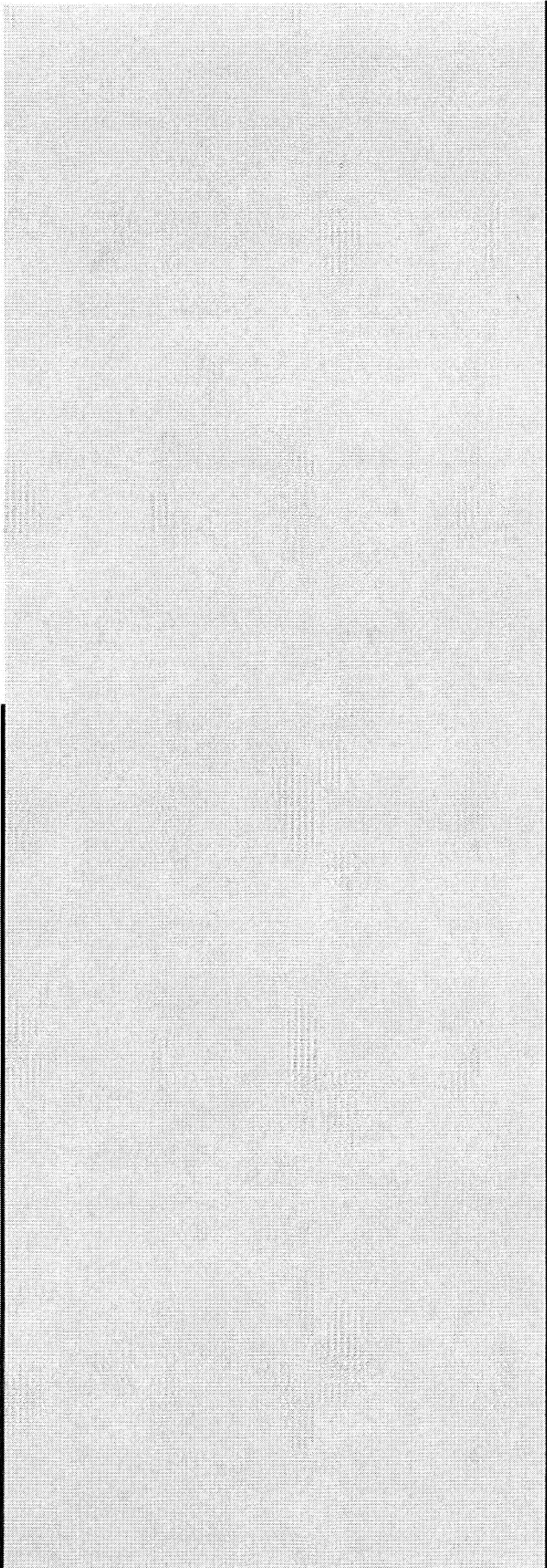


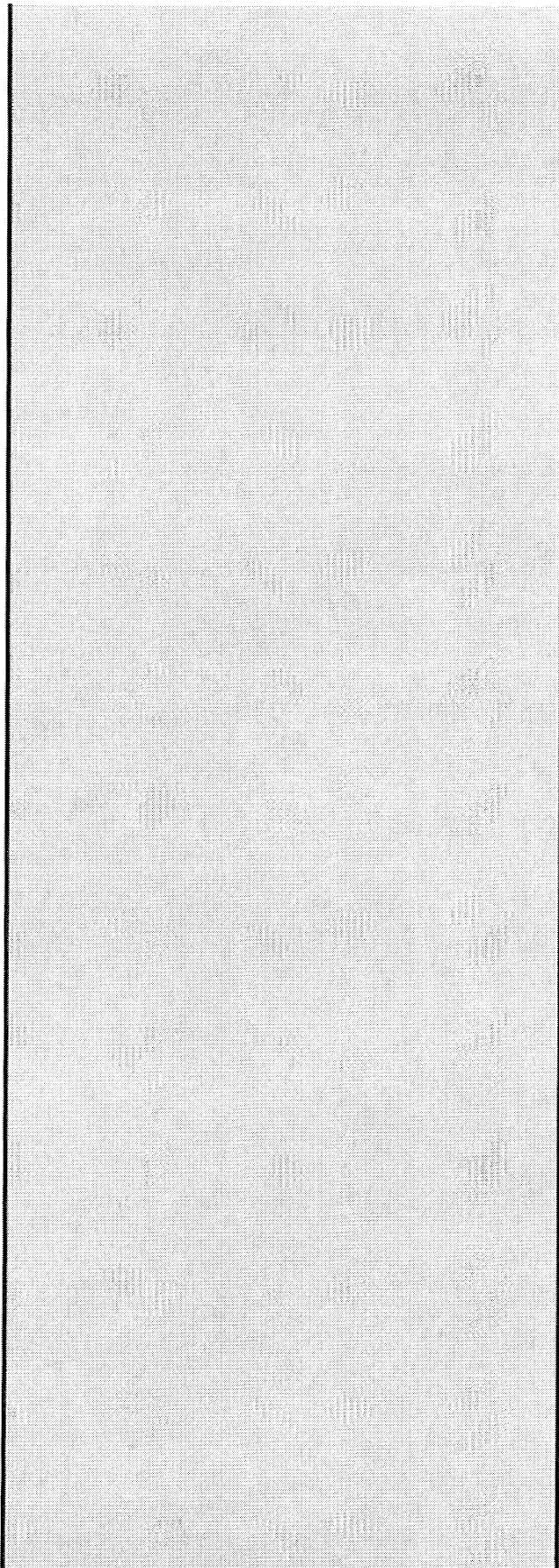




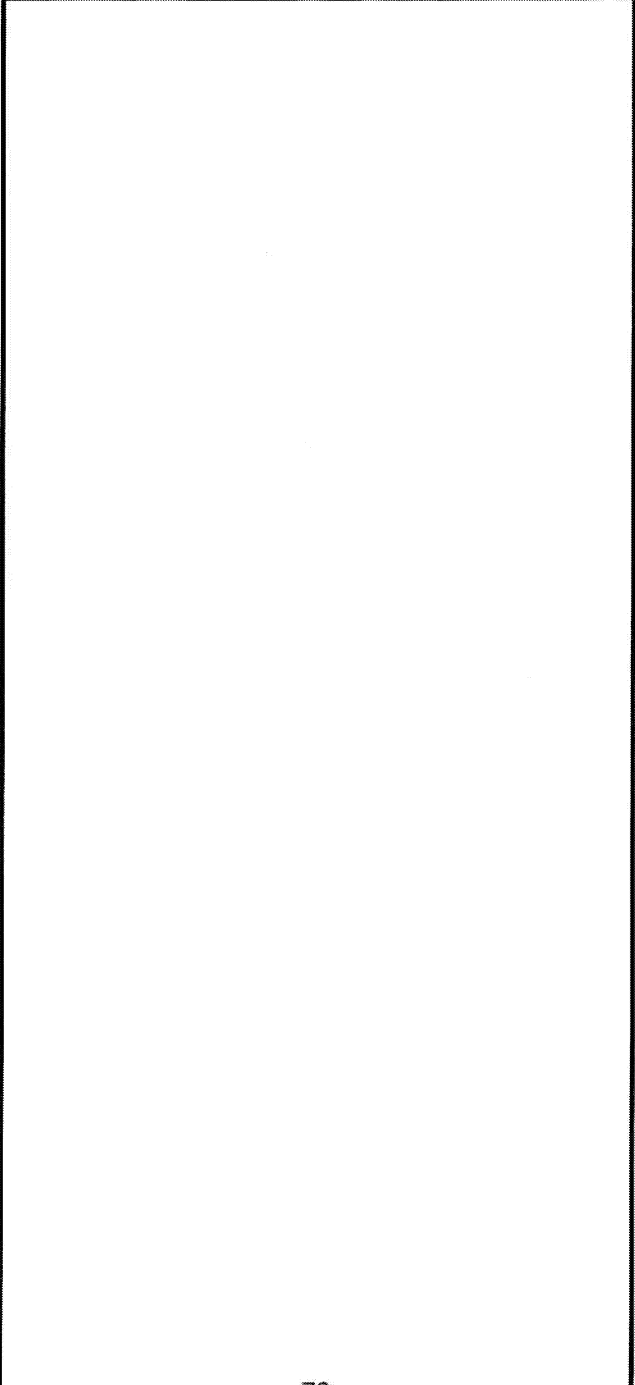
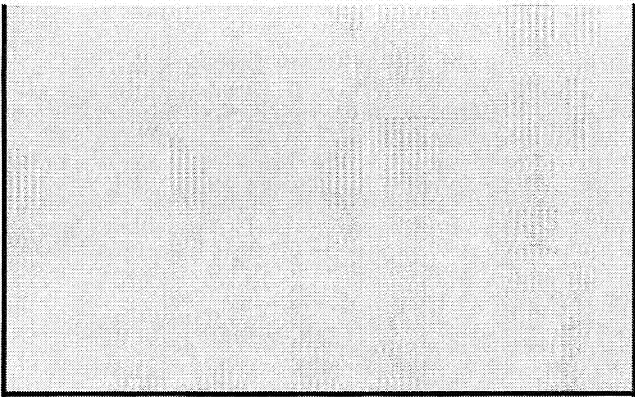


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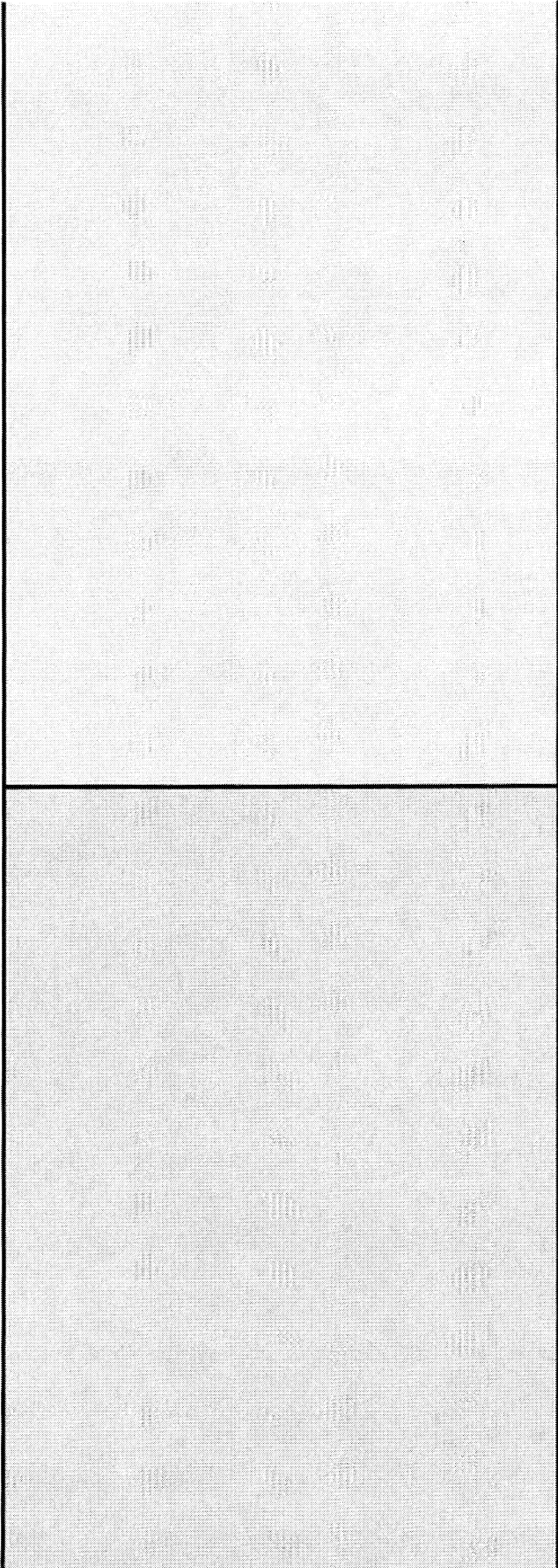


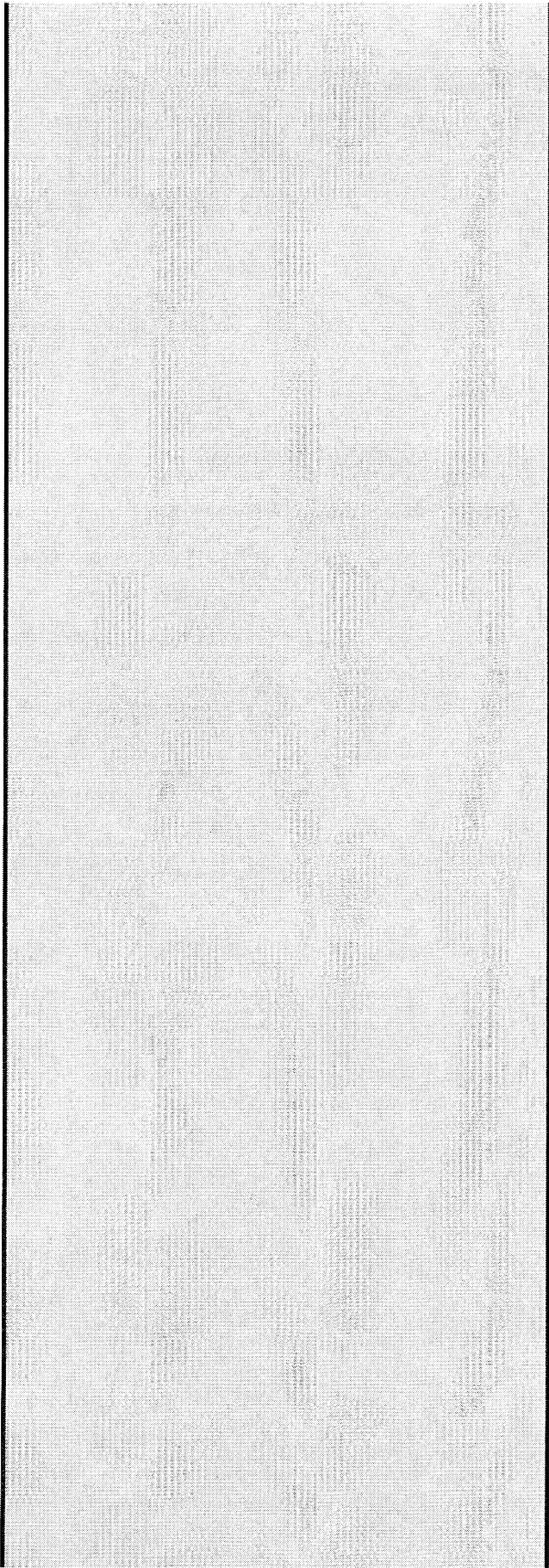
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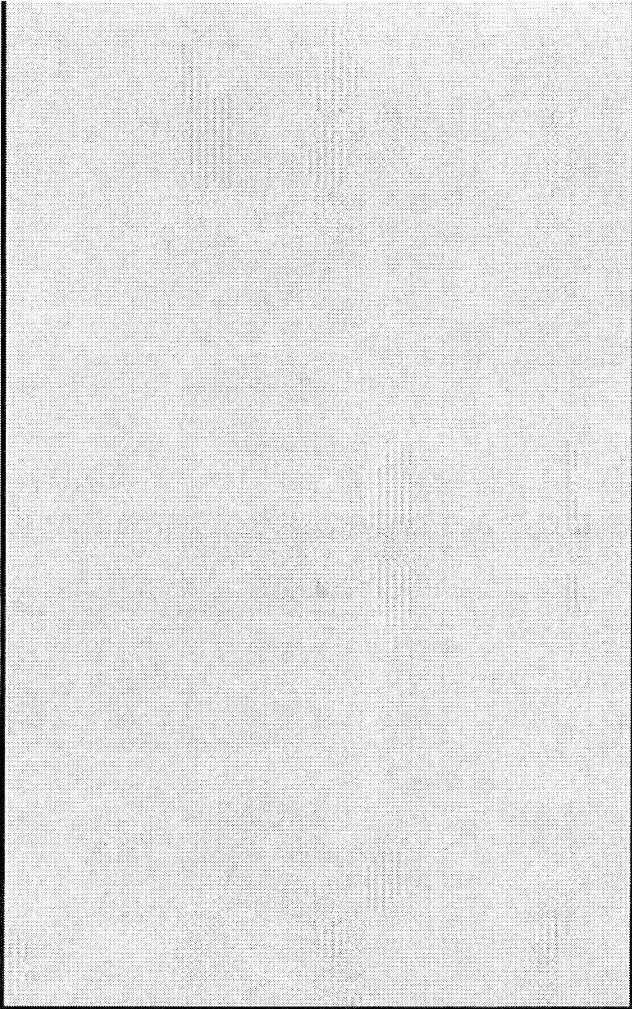
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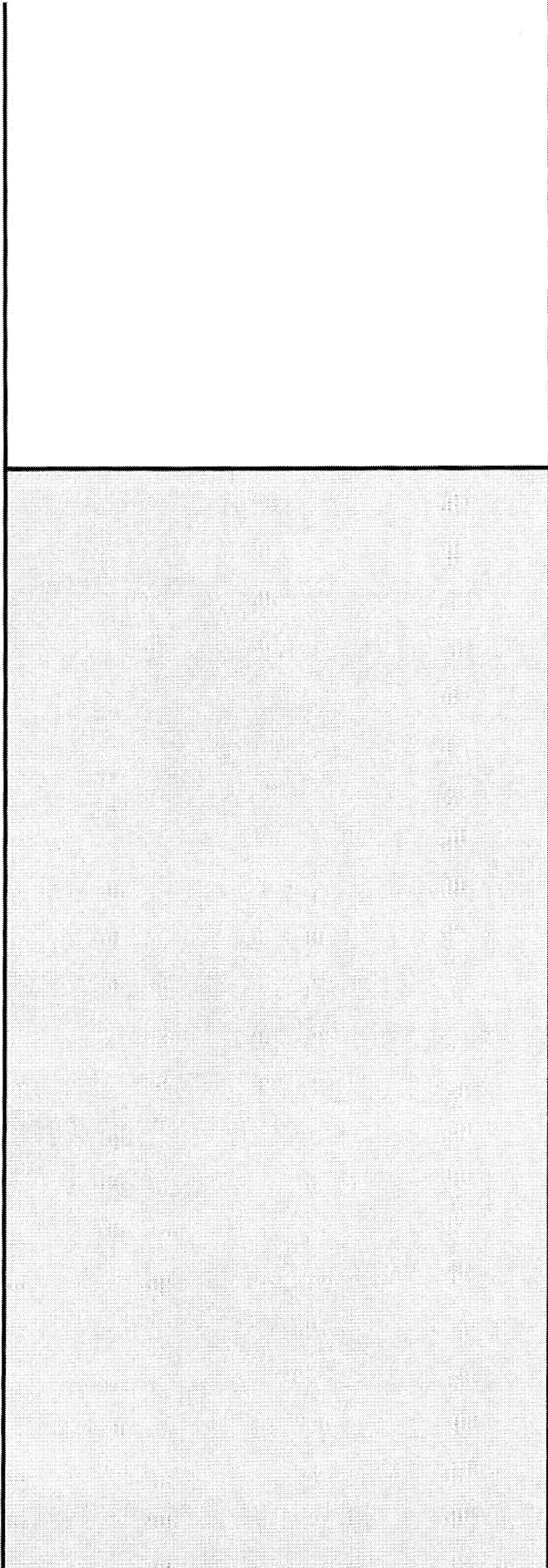


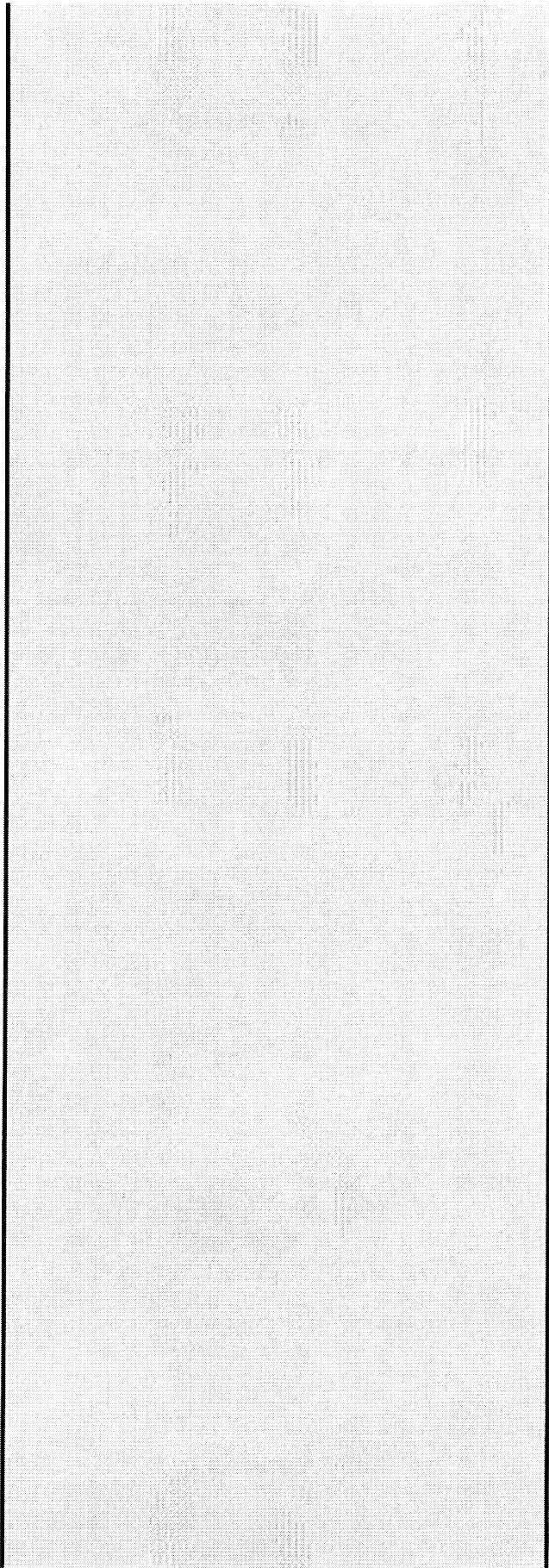


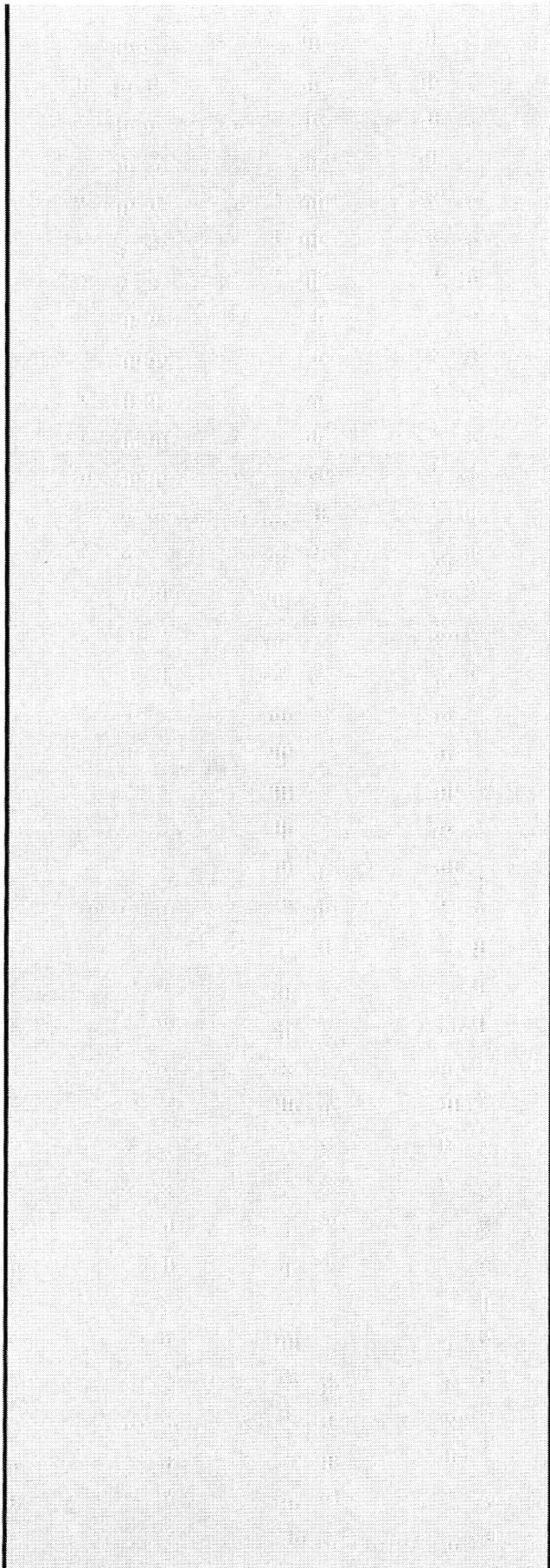


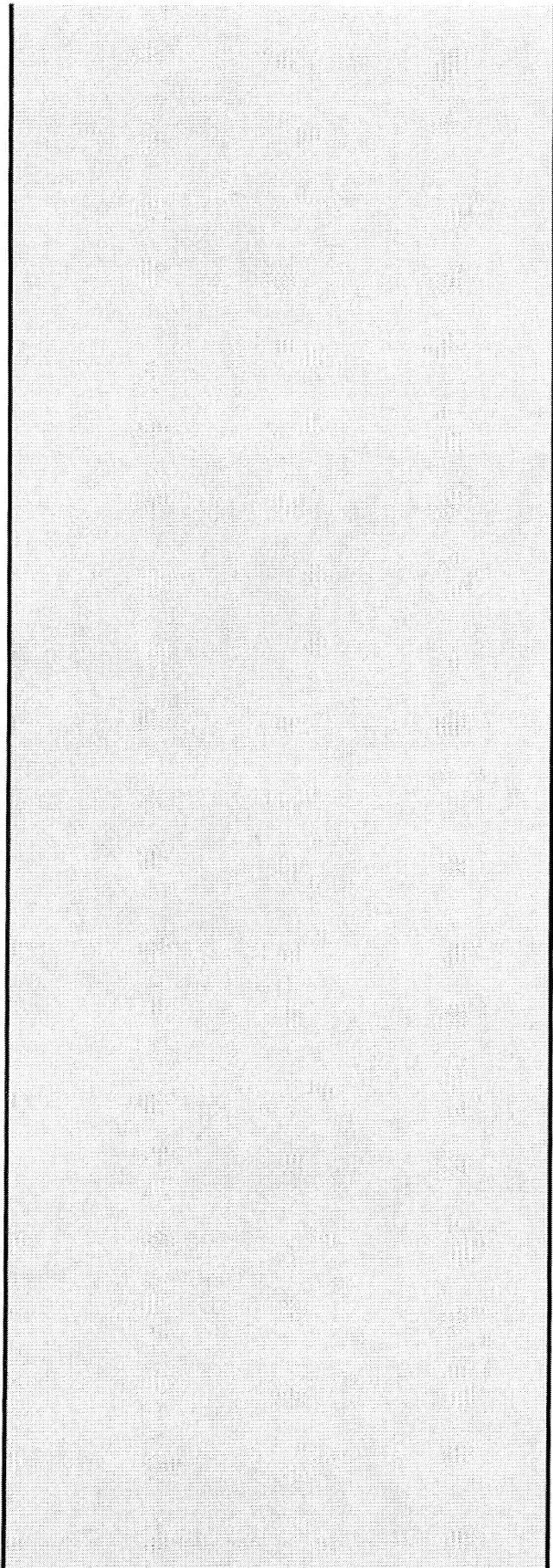
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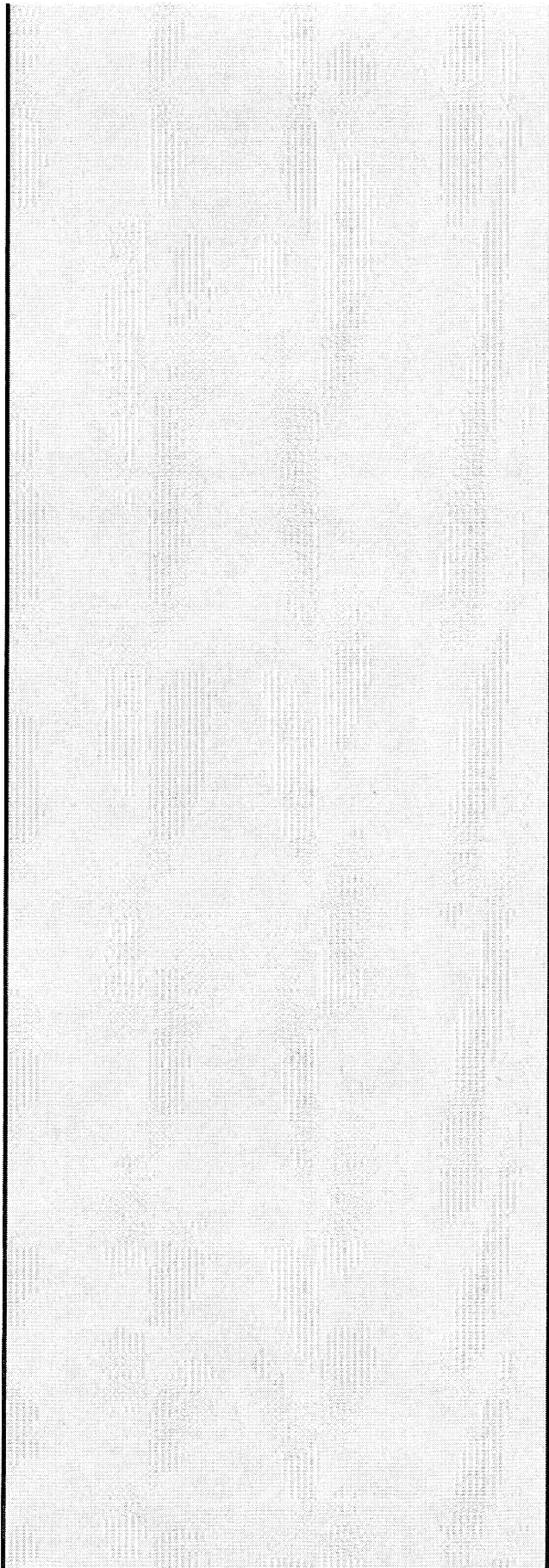


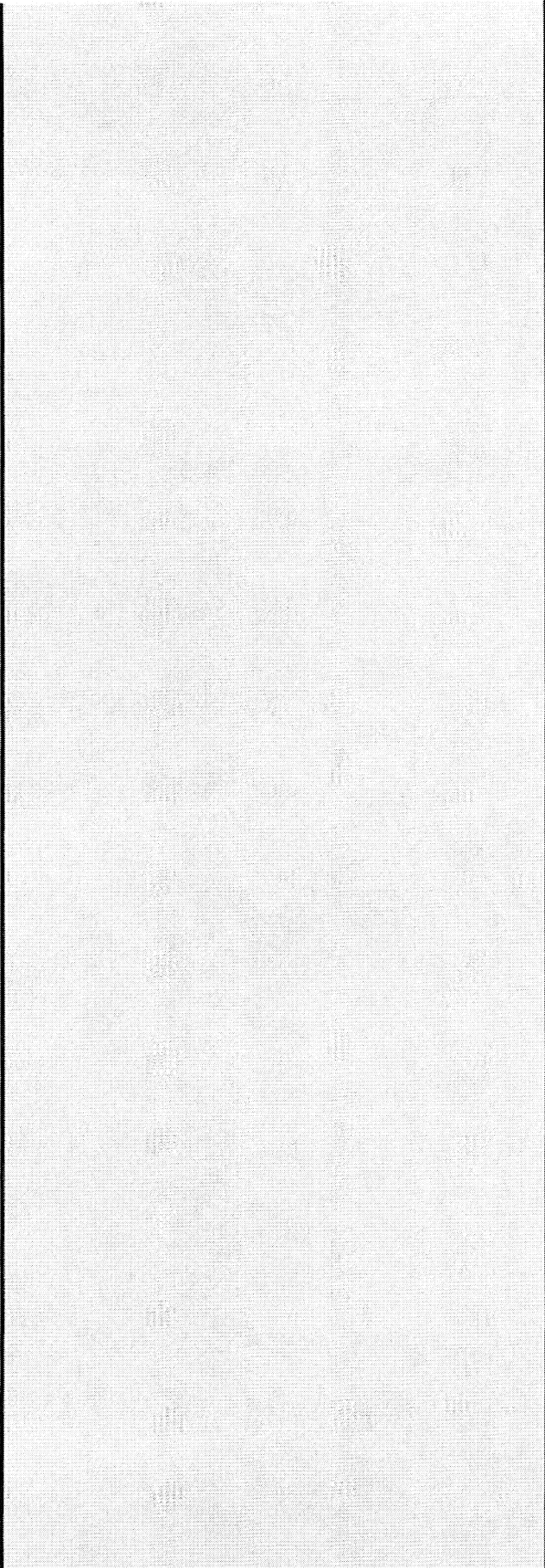


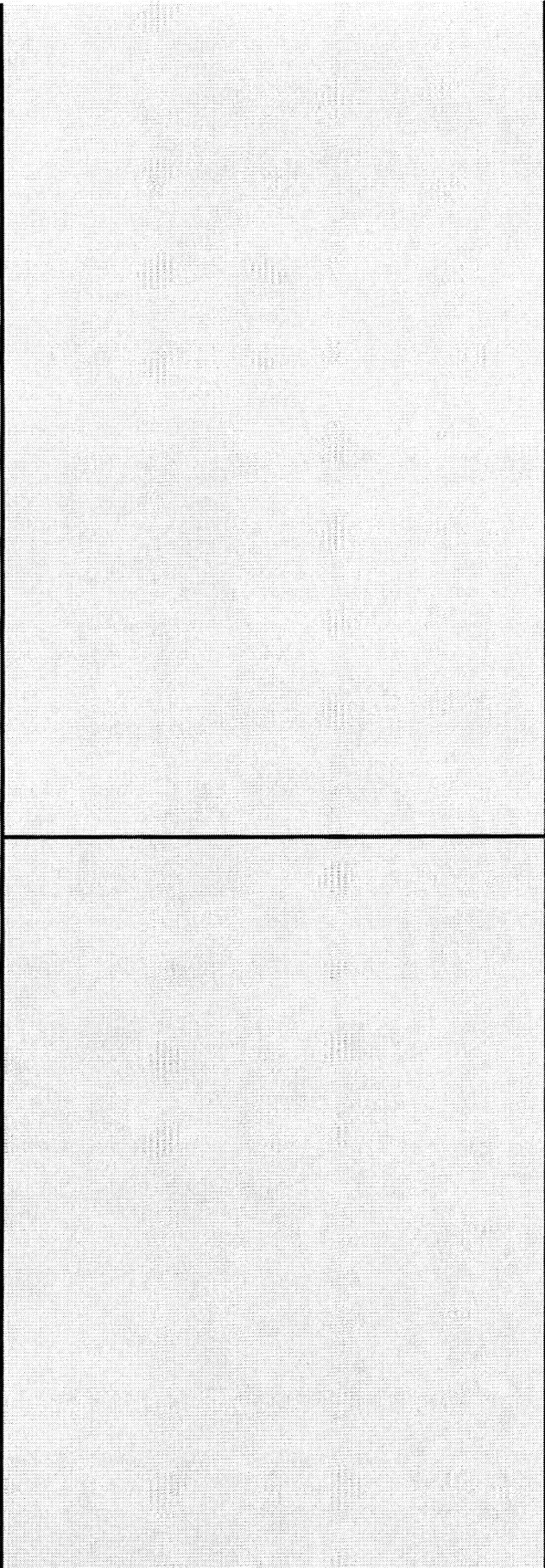




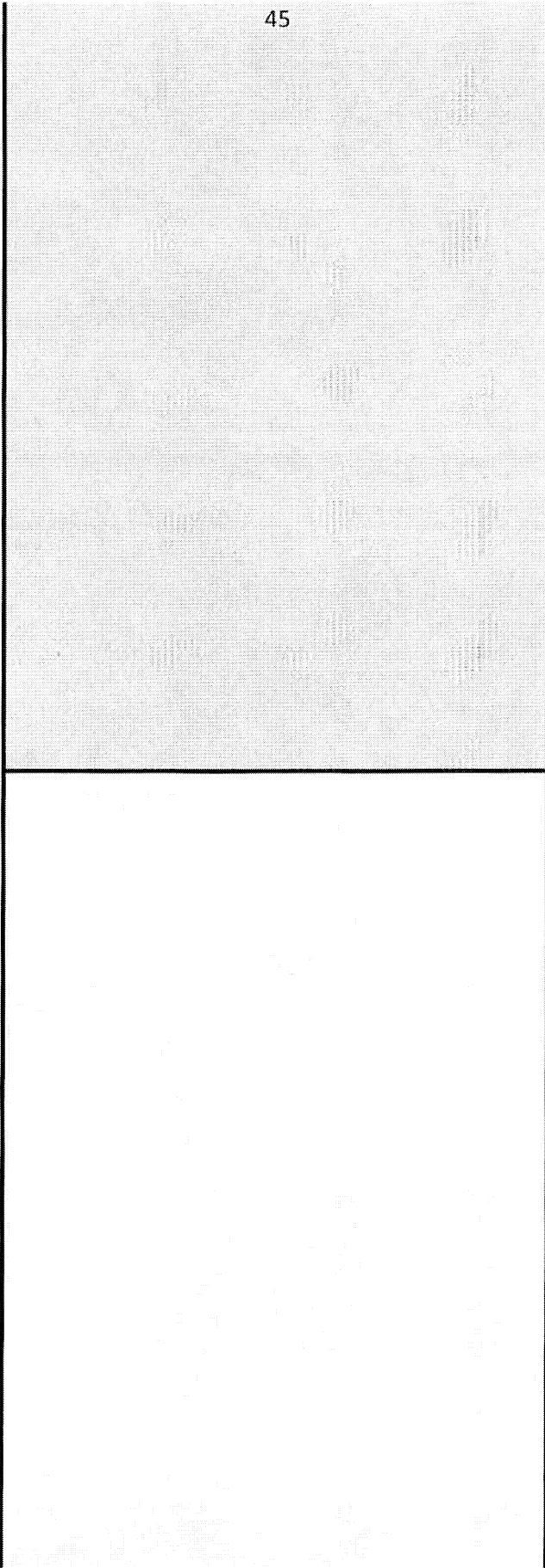


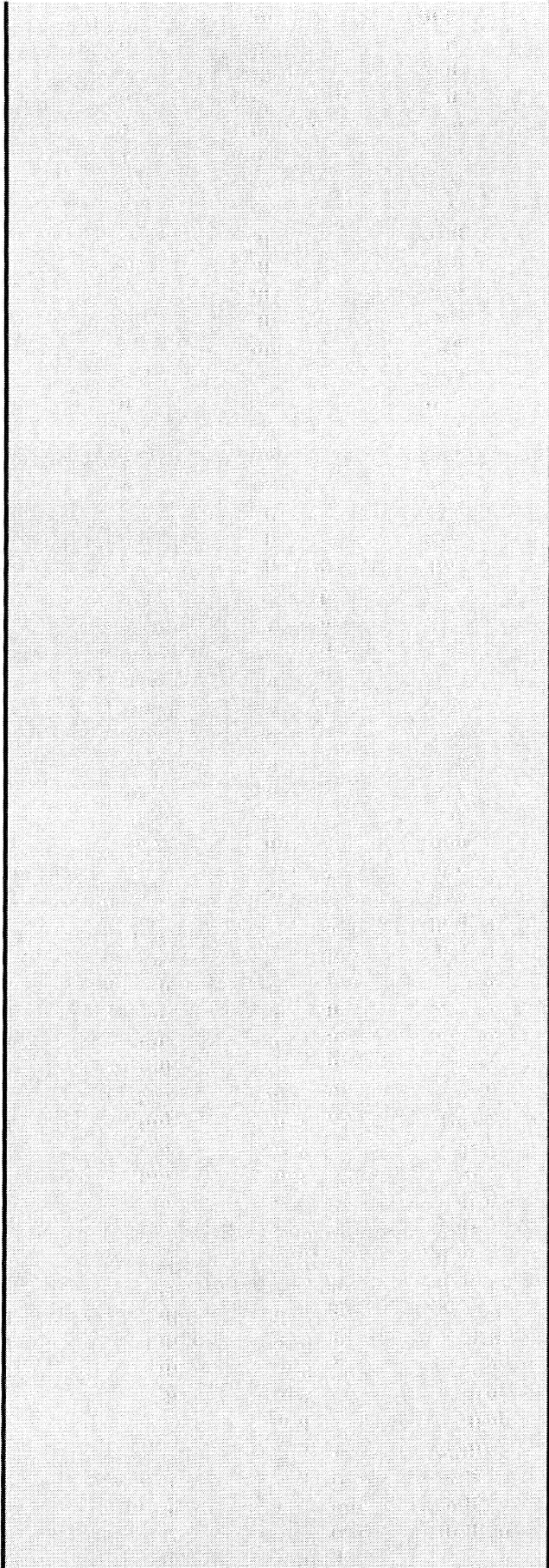


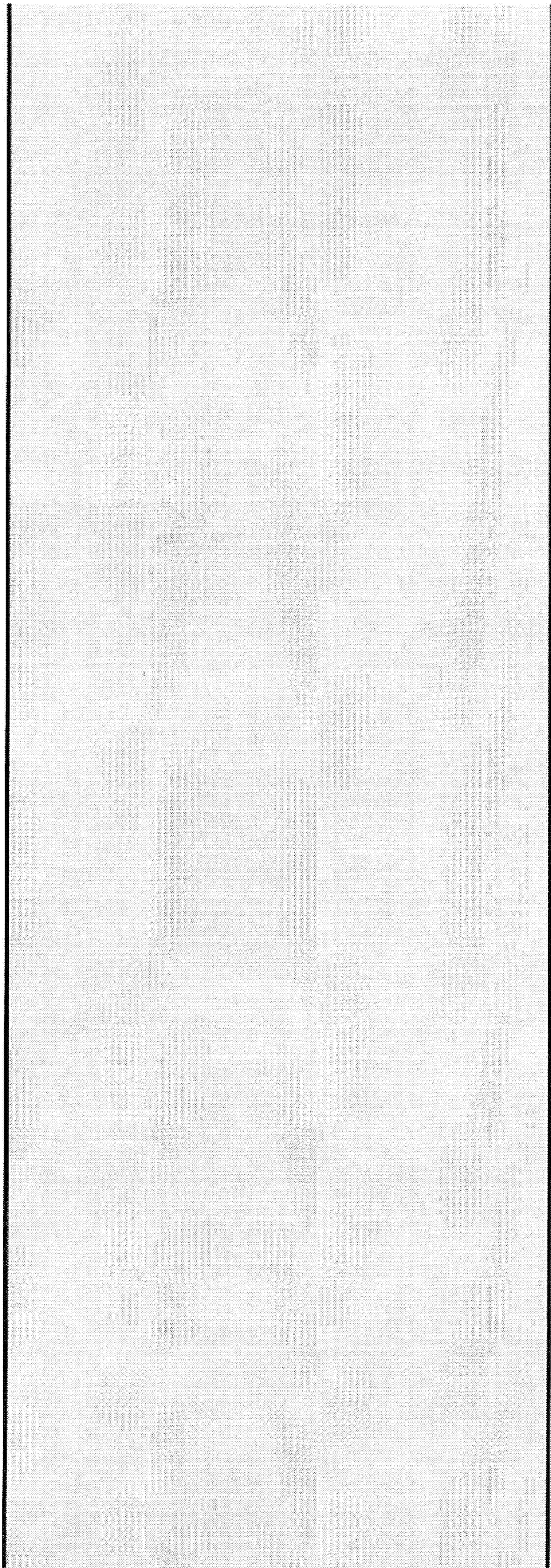


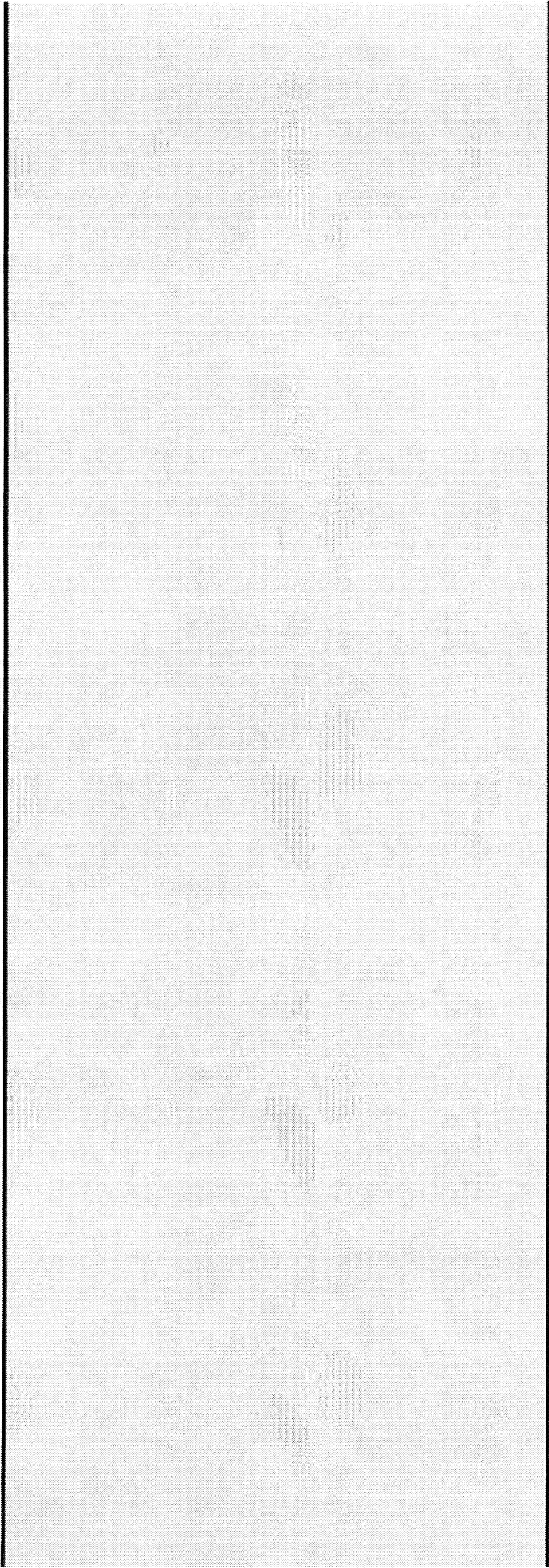


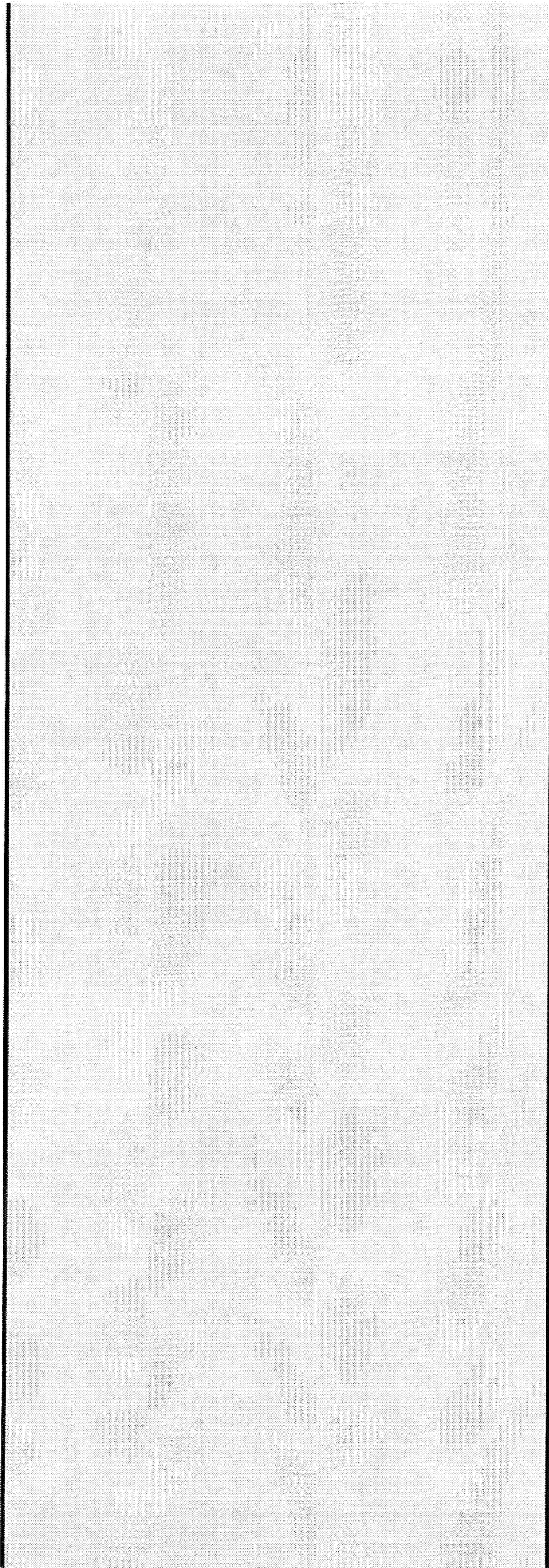
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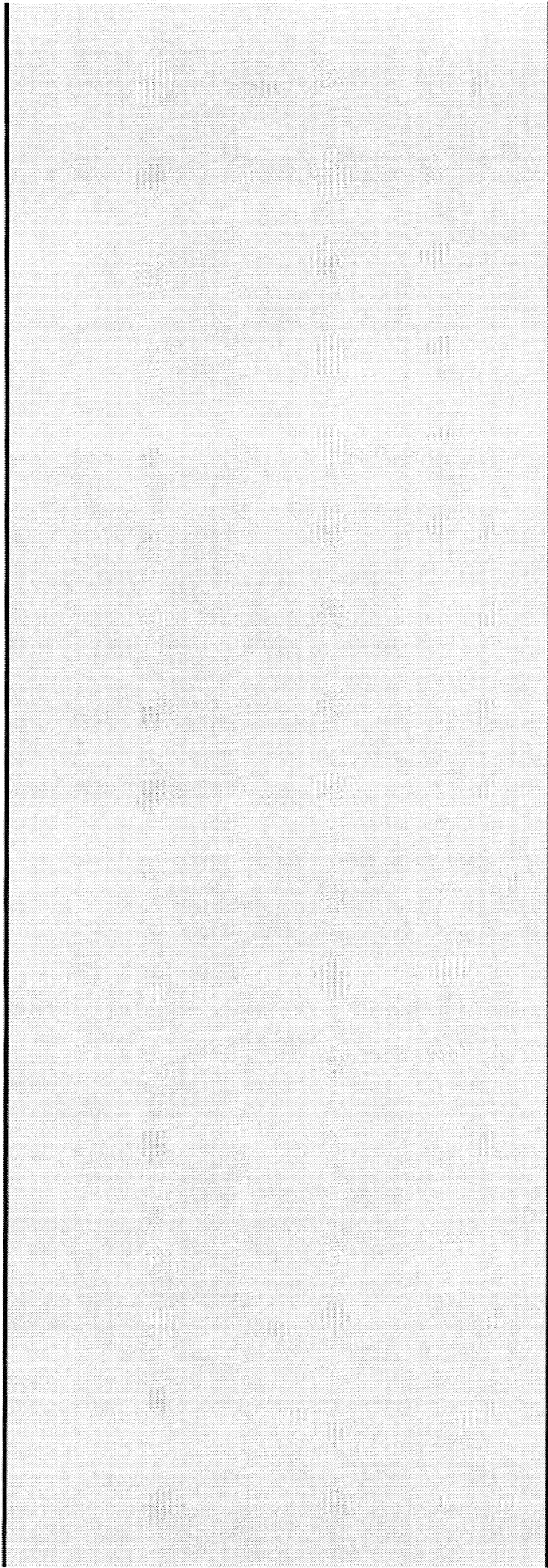


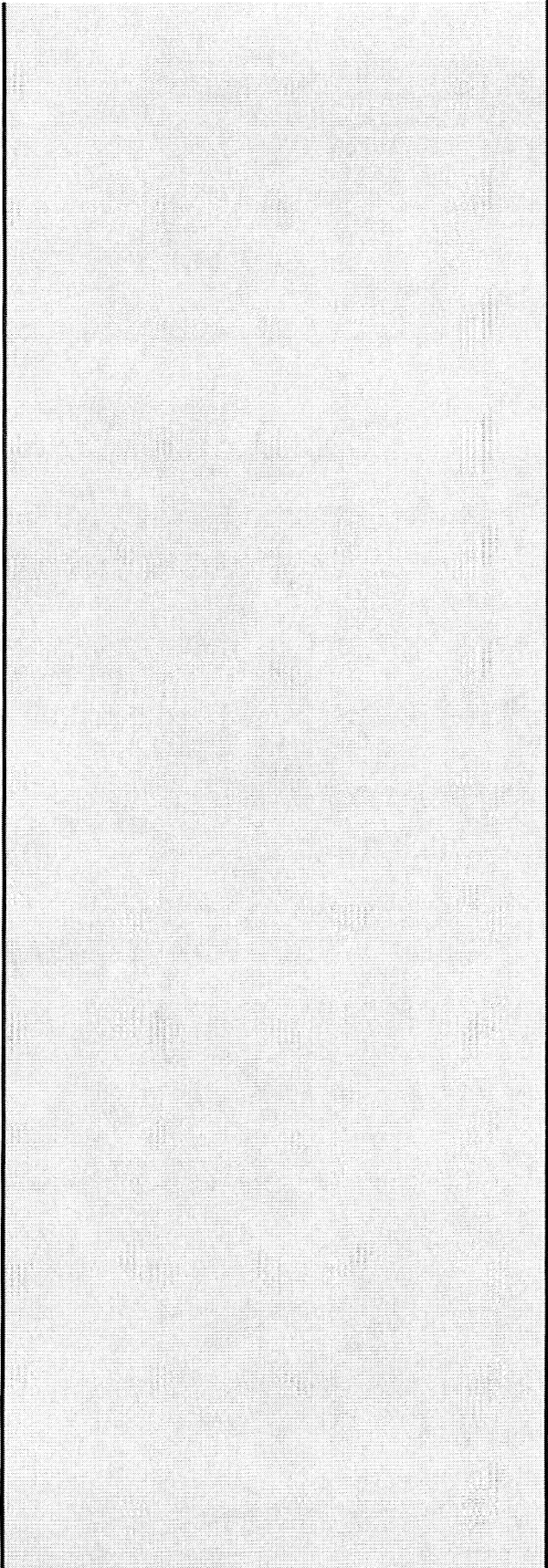


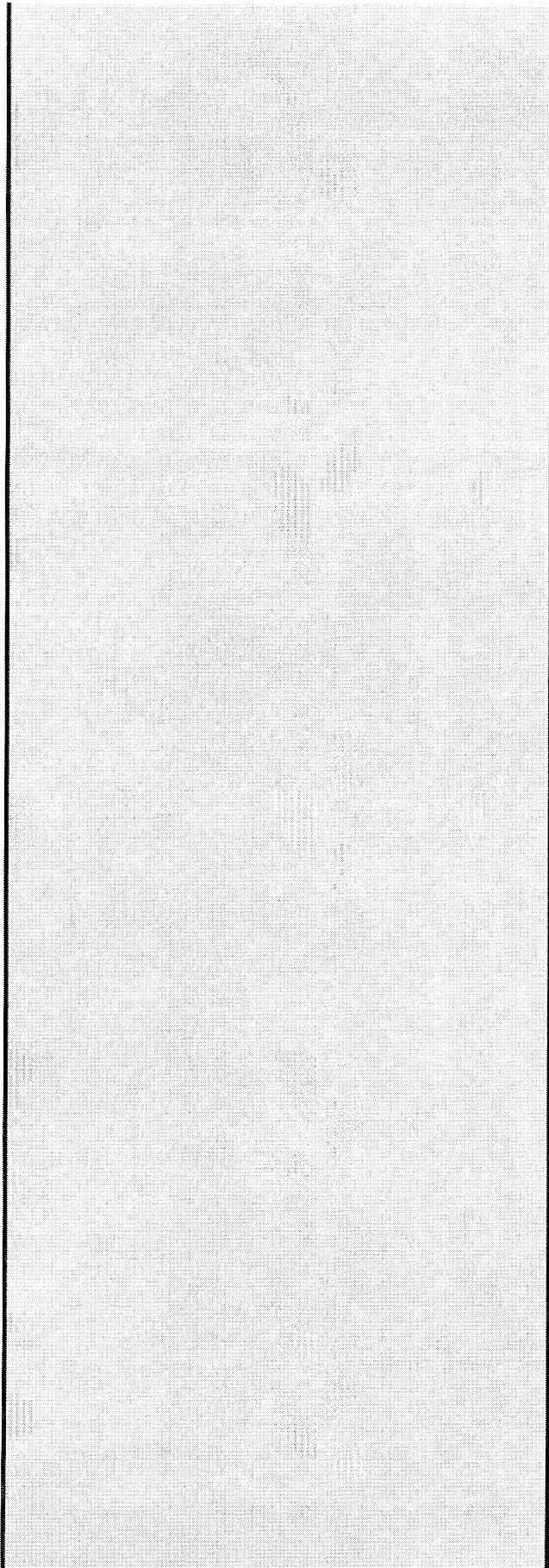


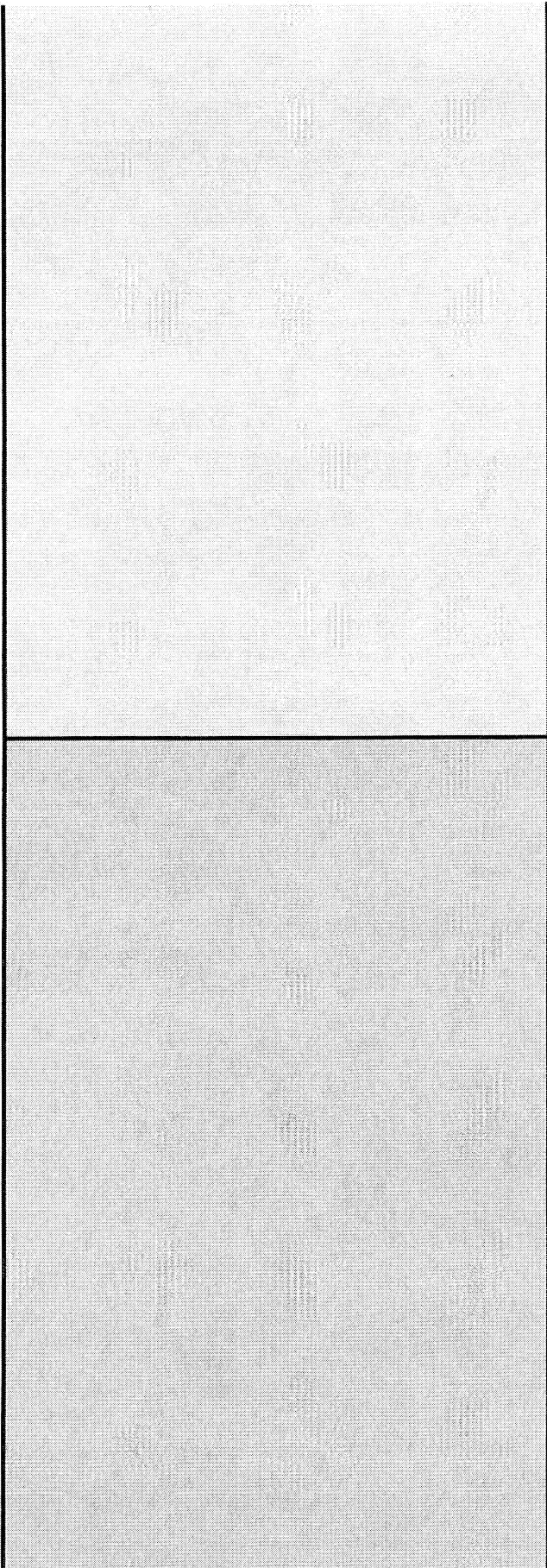


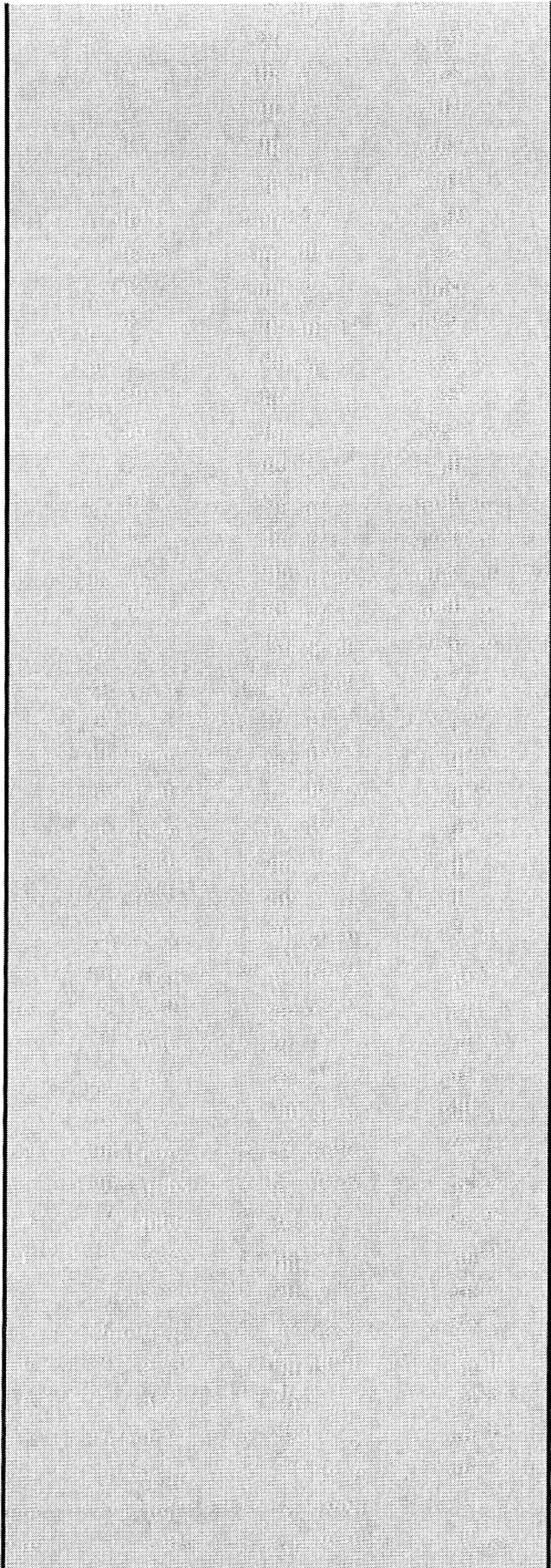
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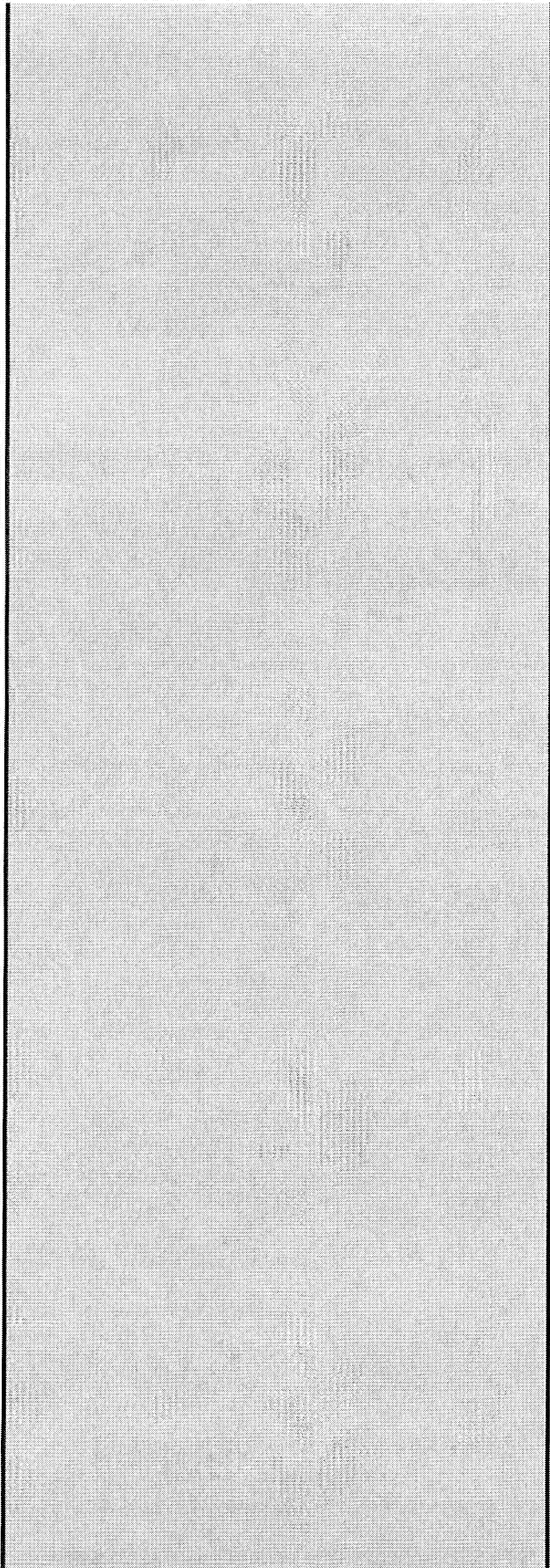


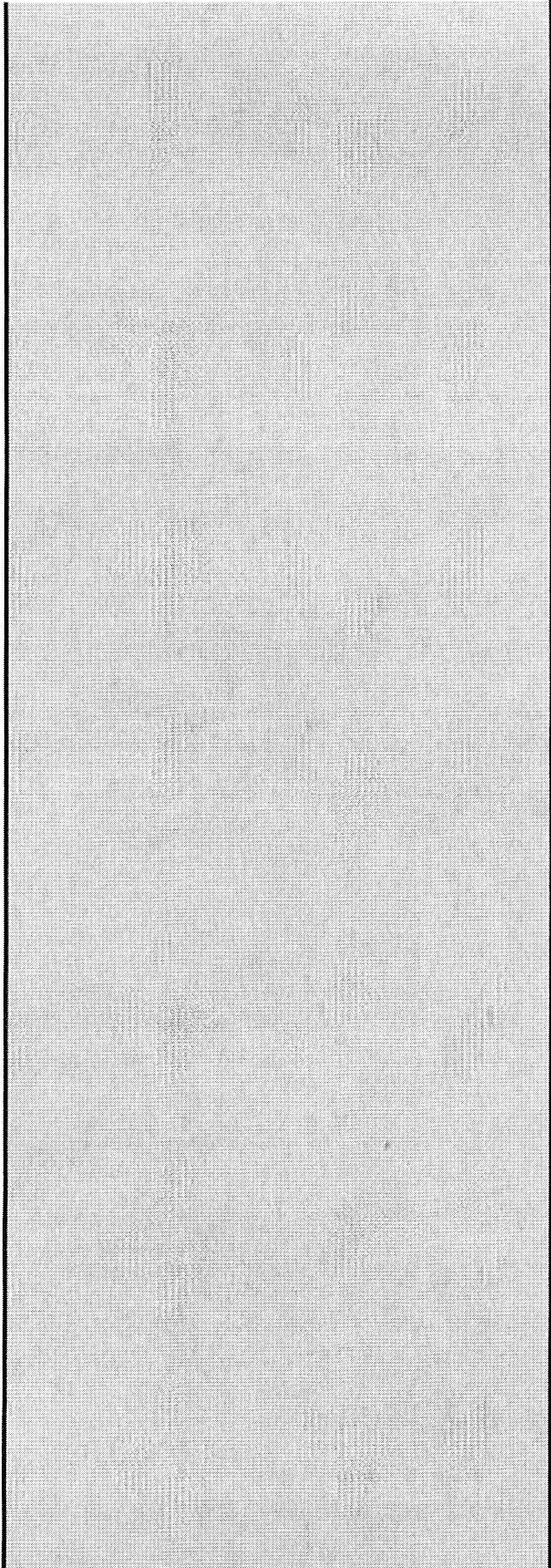


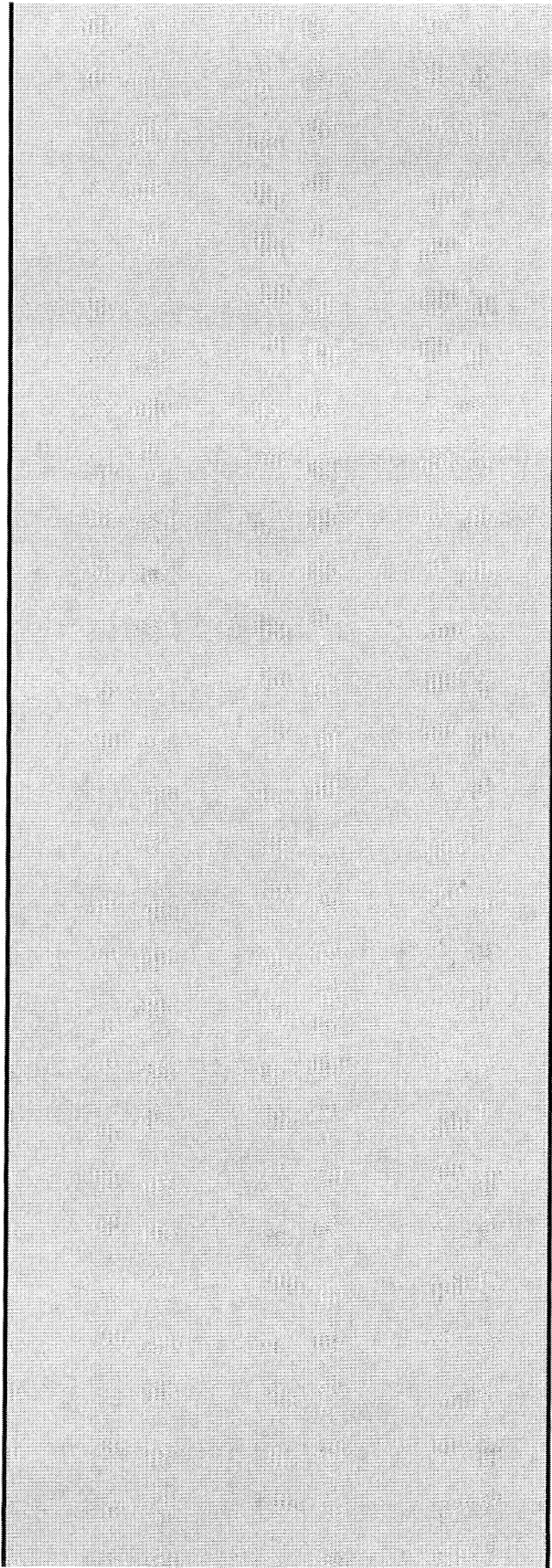


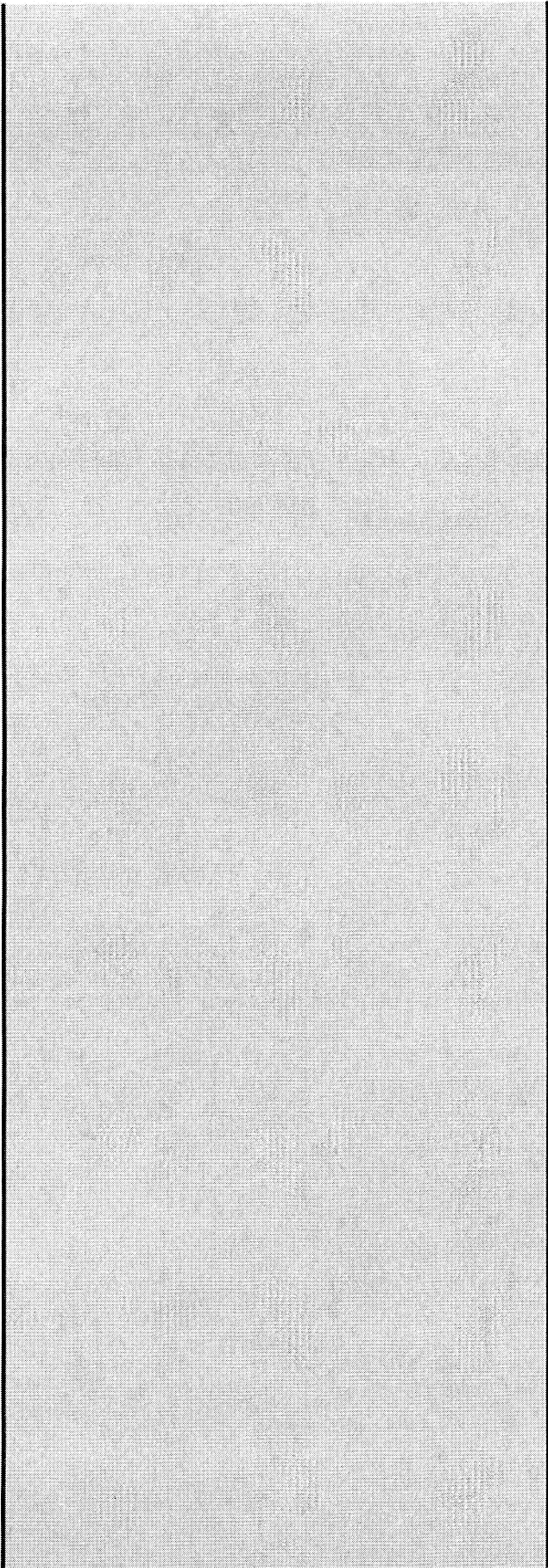


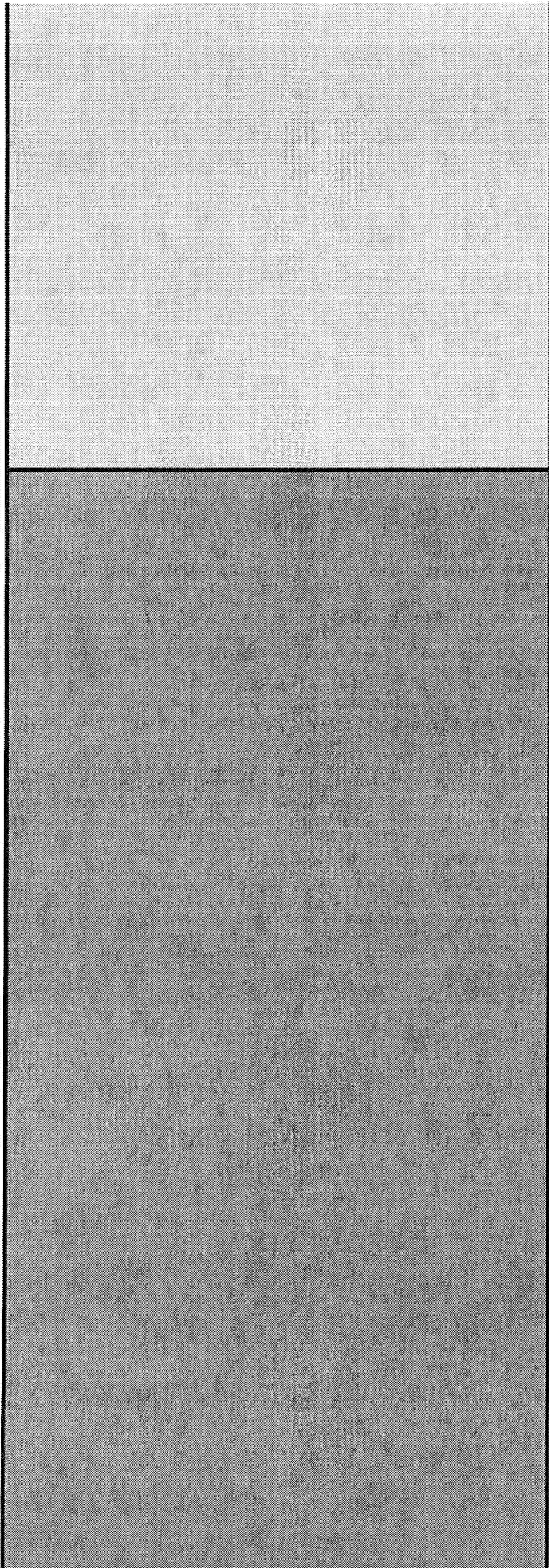




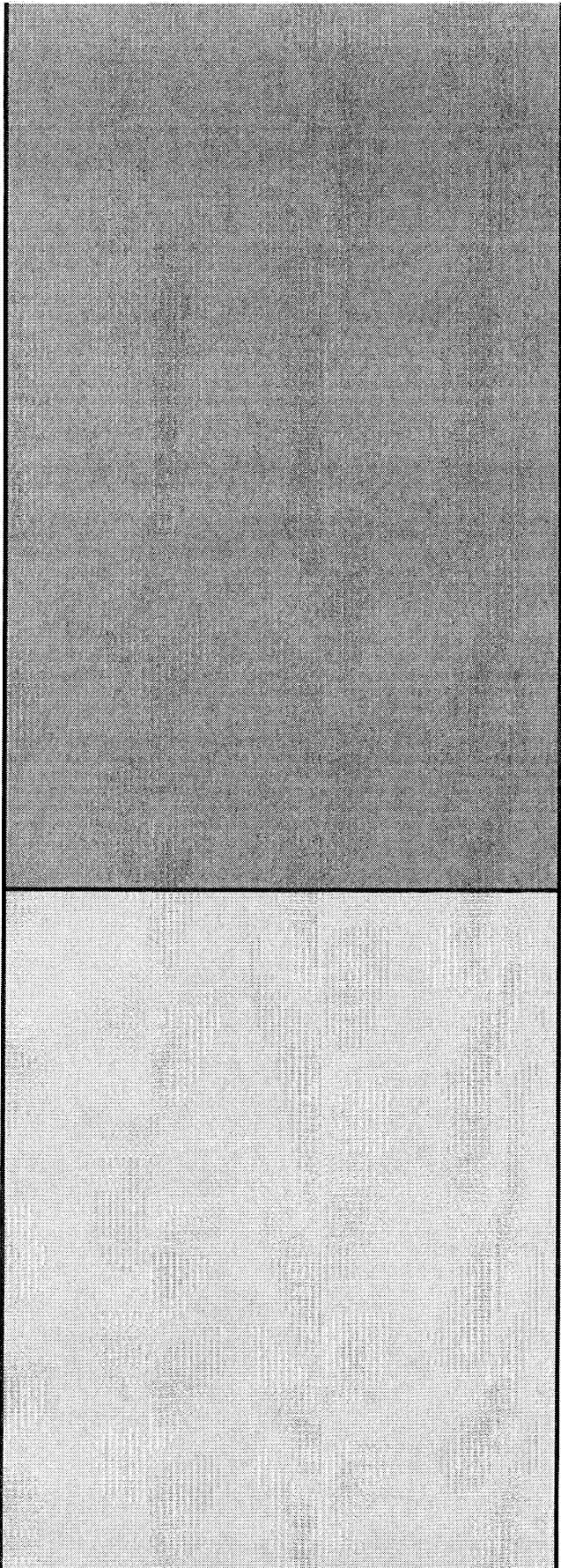


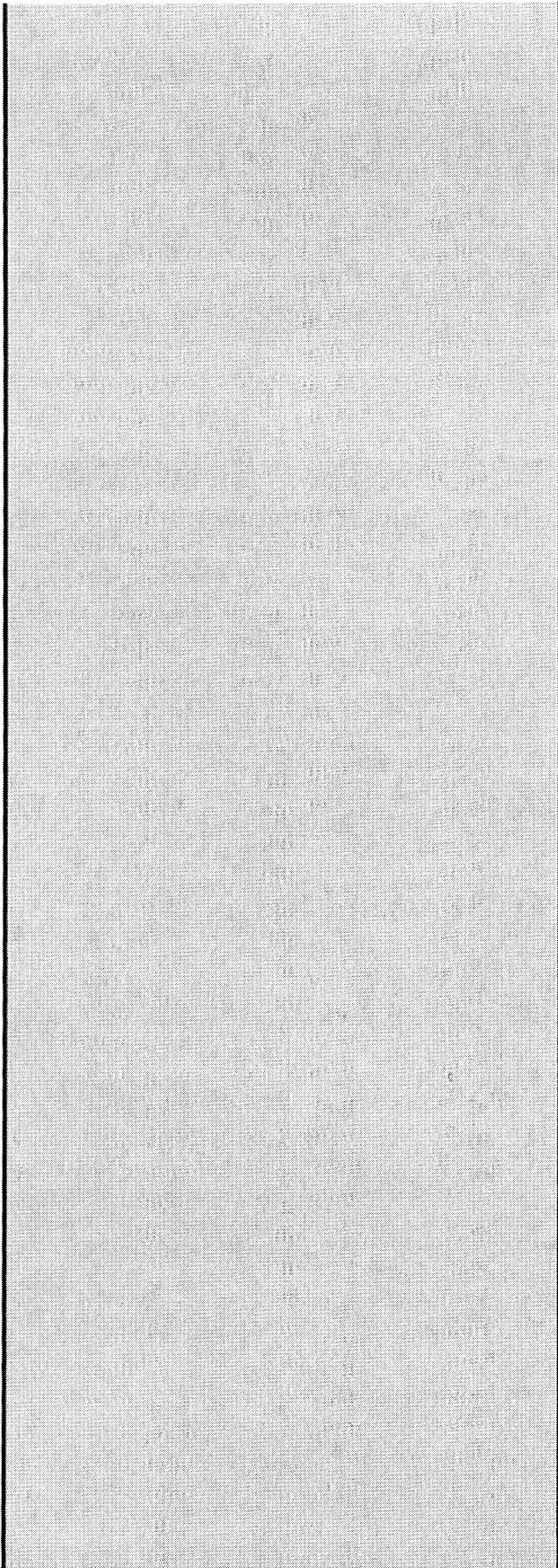




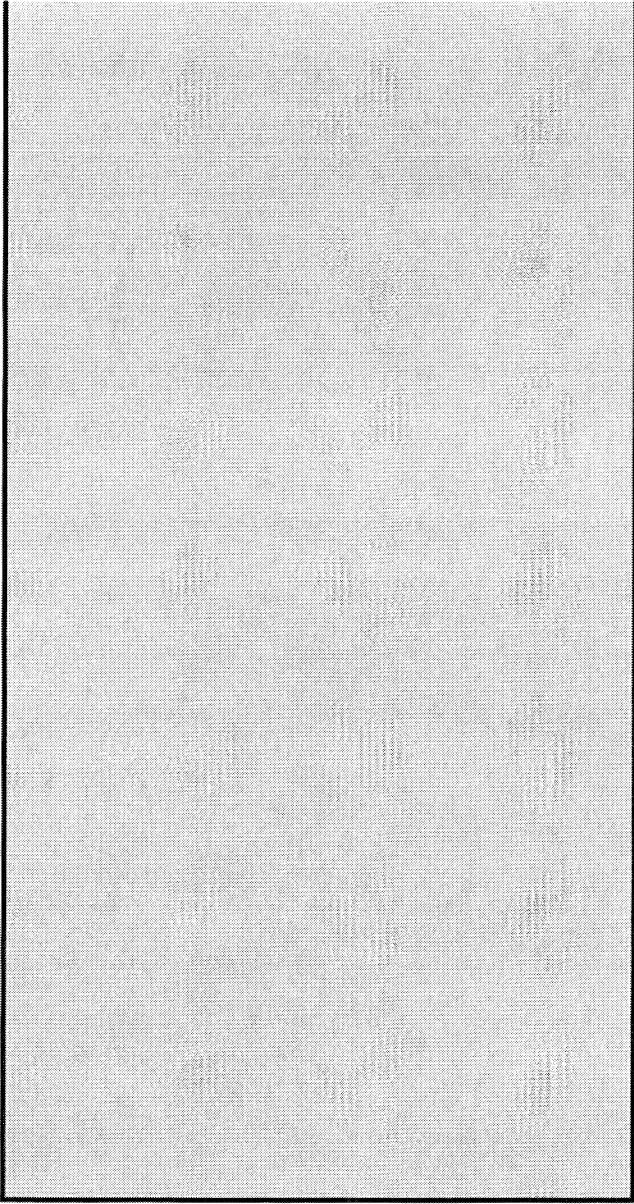


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Burke, Julie

From: Allard, Myriam
Sent: August 3, 2018 09:11 PM
To: Thibodeau, MarcR (HRB-HQ); Burke, Julie
Subject: Fw: Policy on Telework

Myriam

Sent from my BlackBerry

From: Bergeron, Roxanne <Roxanne.Bergeron@cbsa-asfc.gc.ca>
Sent: Friday, August 3, 2018 16:42
To: Allard, Myriam
Subject: FW: Policy on Telework

Good afternoon Myriam,

Would you be open to present at our upcoming Operations Branch Executive Committee (OBEC) meeting on August 17th to discuss your file on Telework Policies?

Thank you

Roxanne Bergeron

Executive Assistant, Operations Branch
Canada Border Services Agency / Government of Canada
Roxanne.Bergeron@cbsa-asfc.gc.ca / Tel : 613-941-9251 / TTY : 866-335-3237
Adjointe exécutive, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Roxanne.Bergeron@cbsa-asfc.gc.ca / Tel : 613-941-9251 / ATS : 866-335-3237

From: Sharkey, Katie
Sent: August 3, 2018 4:41 PM
To: Bergeron, Roxanne <Roxanne.Bergeron@cbsa-asfc.gc.ca>; Dowlatsahi, Sheba <Sheba.Dowlatsahi@cbsa-asfc.gc.ca>
Cc: Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>
Subject: Re: Policy on Telework

Hi Roxanne,

This would be LRCD. Strategic Advisor is Myriam Allard.

Thanks
Katie

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Bergeron, Roxanne
Sent: Friday, August 3, 2018 3:49 PM

To: Dowlatshahi, Sheba; Sharkey, Katie
Cc: Melchers, Chantal
Subject: Policy on Telework

Good afternoon,

Maybe you can help me on Chantal's behalf...

I am trying to find the SME from your Division that worked on the Telework policies, would you know who?

We would like this contact to present on the topic to our August 17th Operations Branch Executive Committee (OBEC) meeting.

Thank you for your help!

Roxanne Bergeron

Executive Assistant, Operations Branch

Canada Border Services Agency / Government of Canada

Roxanne.Bergeron@cbsa-asfc.gc.ca / Tel : 613-941-9251 / TTY : 866-335-3237

Adjointe exécutive, Direction générale des opérations

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Roxanne.Bergeron@cbsa-asfc.gc.ca / Tel : 613-941-9251 / ATS : 866-335-3237

Burke, Julie

From: Allard, Myriam
Sent: August 10, 2018 07:51 AM
To: Burke, Julie
Cc: Keir, Jennifer
Subject: Telework Policy
Attachments: DRAFT - Telework at the CBSA.pptx

Here's what I started to draft for the EC Presentation... Marc seemed happy but further discussions will take place next Monday with Daniel Tremblay (IT) and Pierre Lessard (Security).

Myriam



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Telework at the Canada Border Services Agency

Executive Committee

Workplace Management, Wellness and
Compensation Directorate



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Purpose

- To provide an overview of the Treasury Board Secretariat *Telework Policy* and how it can be managed and approved within the Canada Border Services Agency's context.



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at alternative locations, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Authority

- The approval of each telework request shall be made on a case-by-case basis at the discretion of delegated managers, pursuant to section 1(a).03 of the *Delegated Authority for Operational Labour Relations and Compensation Matters*



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer.
- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Terms and Conditions

- **The delegated manager has the discretion to determine the maximum number of days per week the employee will be teleworking.**
- **Telework can be combined with other flexible work arrangements (i.e. variable schedule, compressed work week).**
- **Telework is a privilege and the agreement can be terminated at any time, with reasonable notice, by either party.**



State of Readiness

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QUESTIONS



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Burke, Julie

From: Burke, Julie
Sent: August 13, 2018 12:00 PM
To: Keir, Jennifer
Cc: Fournier, Natacha
Subject: RE: Telework Policy

I don't have anything booked with them on this...does Marc?

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Keir, Jennifer
Sent: August 13, 2018 11:55 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Fournier, Natacha <Natacha.Fournier@cbsa-asfc.gc.ca>
Subject: RE: Telework Policy

Are you meeting with Daniel and Pierre to go over this Deck today?

From: Allard, Myriam
Sent: August 10, 2018 7:51 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>
Subject: Telework Policy

Here's what I started to draft for the EC Presentation... Marc seemed happy but further discussions will take place next Monday with Daniel Tremblay (IT) and Pierre Lessard (Security).

Myriam

Burke, Julie

From: Keir, Jennifer
Sent: August 13, 2018 01:16 PM
To: Burke, Julie
Subject: RE: Telework Policy

Yup – I misread Myriam's e-mail. Marc is meeting with them on Thursday. Thanks for your response RE: bf list ☺

From: Burke, Julie
Sent: August 13, 2018 12:00 PM
To: Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>
Cc: Fournier, Natacha <Natacha.Fournier@cbsa-asfc.gc.ca>
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Subject: Telework Policy

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Myriam

Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: October 31, 2018 03:35 PM
To: Burke, Julie
Subject: DRAFT - Telework at the CBSA.pptx
Attachments: DRAFT - Telework at the CBSA.pptx



Canada Border
Services Agency

Agence des services
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Telework at the Canada Border Services Agency

Executive Committee

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QUESTIONS

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Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: November 6, 2018 01:48 PM
To: Burke, Julie
Subject: FW: Telework - ATL
Attachments: Flexible Work Arrangement Guidelines - Draft V1.7 - Aug 2018.docx; Flexible_Work_Arrangements_-_Discussion_Paper_EN.pdf; awa-guidance-for-employees-and-managers.pdf

From: Sousae, Annie
Sent: November 6, 2018 1:20 PM
To: Thibodeau, MarcR (HRB-HQ) ; McKay, Réa
Cc: Allard, Myriam ; Keir, Jennifer
Subject: FW: Telework - ATL

Marc, Réa,
 Attached and below you will find the information received from ATL on telework.
 Thanks,
 Annie Sousae
 a/Director / HR Nationalization, CBSA
 Directrice/i / Nationalisation des RH, ASFC
 613-941-2815 / BB

From: MacPhee, Jennifer
Sent: November 6, 2018 10:55 AM
To: Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>
Cc: McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>
Subject: RE: Telework - ATL

Hi Annie,
 Please find attached, the draft that was developed by communications for the Region (which is no longer a project-pending the national guidelines), a paper I found on the subject and the guidelines from National Defence (I personally think this is really well done) and the guidelines from PSPC. I have also attached a link to a very comprehensive guide that I received from a friend who works for the province of Nova Scotia. It includes a lot of details and lingo that are not applicable to us but I think it is an excellent resource, to demonstrate the detail that should be included. I recently spoke with her and she said the productivity and morale has gone through the roof since the introduction of their guidelines, which is no surprise to any of us I am sure.

<http://apollo.omega>

Let me know if you need any further assistance with this effort, I am very interested.

Thanks,
 Jennifer

From: Sousae, Annie
Sent: November 1, 2018 3:00 PM
To: McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>; MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>
Subject: Telework - ATL

Hi, if you recall during the workshop, you mentioned that you had done a lot of research in regards to telework. Could you please forward what you have, it will be good for Marc's team to consider as he is leading that file for the Agency.
 Thanks!

Annie Sousae
 a/Director / HR Nationalization / Human Resources Branch
 Canada Border Services Agency / Government of Canada
Annie.Sousae@cbsa-asfc.gc.ca / Tel: 613-941-2815 / Cel: / TTY: 866-335-3237

Directrice/i / Nationalisation des RH / Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Annie.Sousae@cbsa-asfc.gc.ca / Tél: 613-941-2815 / Cell: / ATS : 866-335-3237

Burke, Julie

From: MacLennan, Isabelle
Sent: October 29, 2018 02:55 PM
To: MacPhee, Jennifer
Subject: Flexible Work Arrangement Guidelines - Draft V1.7 - Aug 2018.docx
Attachments: Flexible Work Arrangement Guidelines - Draft V1.7 - Aug 2018.docx

Latest draft – to be shared. Thanks Jennifer.



Employment and
Social Development Canada

Emploi et
Développement social Canada

Labour Program: fair, safe and productive workplaces

Flexible Work Arrangements

A Discussion Paper

May 2016



Canada

Minister of
Employment, Workforce Development and Labour



Ministre de
l'Emploi, du Développement de la main-d'œuvre
et du Travail

Ottawa, Canada K1A 0J9



With the nature of work and society evolving, more and more Canadians are challenged in finding the right balance between their work and personal life.

The Government has pledged to give workers in federally regulated sectors the right to formally request flexible work arrangements from their employers and consultations are an important step in making that a reality. The ability to make these requests without fear of reprisal will support economic security for middle class Canadian families and those working hard to join them. I will also work with provinces and territories to encourage similar changes for provincially regulated sectors.

This discussion paper sets the stage for engagement on this issue with workers, employers, labour and employer organizations, academics, other experts, and other organizations concerned about work-life balance.

I invite you to review the paper and submit your comments online, via email or by mail.

Your input will contribute to the development of evidence-based policy that can help Canadians balance their work and personal responsibilities.

I look forward to hearing your views.

The Honourable MaryAnn Mihychuk, P.C., M.P.

Canada

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Introduction

Today, more and more Canadians are struggling to find the right balance between their work, family and personal responsibilities. Developments in the world of work, driven by globalization, technological advances, evolving work processes and the need to constantly upgrade skills, have made workplaces more complex and challenging for workers and employers alike. At the same time, higher participation rates for women in the labour force, the rise of dual earner and single parent families, growing demands for informal caregiving as the population ages, and other factors are creating added family and personal responsibilities, especially for middle class Canadians and those working hard to join them.

Achieving balance amongst these often competing responsibilities can be difficult. In fact, according to the Canadian Mental Health Association, 58% of Canadians report "overload" due to the pressures associated with the many different roles they now play at work and home, with family and friends and as volunteers in their communities.

"The way Canadians work is changing.
The way Canadians live is changing.
It's about recognizing that we can increase
the productivity for Canadians and protect
their quality of life in a way that will grow
the economy."

Excerpts from a speech given by the Leader of the
Liberal Party of Canada, Justin Trudeau, on August 19, 2016,
during the 42nd general election campaign.

The amount of stress Canadians experience trying to balance their work, family and personal responsibilities can have significant negative impacts: for their physical and mental health, their job satisfaction and the quality of life of their families; for employers in terms of absenteeism, retention rates and lost productivity; and for demand on healthcare and social services across Canada.

In addition, those born between 1980 and 2000 – often known as "millennials" – have different expectations about their employment experiences. As a number of recent studies suggest, many are seeking more flexibility in when, how and where they work because they highly value work-life balance. Millennials are the fastest growing segment of Canada's workforce and have now become the largest generation in the Canadian workforce. As a result, employers are increasingly striving to adapt their employment practices to better accommodate their needs and thereby improve employee recruitment, engagement and retention.

Employers are also adapting their workplaces to a Canadian workforce that is becoming increasingly diverse and multicultural. For example, between 2006 and 2031, the foreign-born population is expected to grow four times faster than the rest of the population. Furthermore, almost 400,000 Indigenous youth will be of age to enter the labour market in the coming decade. Employers are therefore increasingly seeking to create inclusive and supportive work environments that are flexible enough to support, accommodate and engage employees from various cultural backgrounds.

In recognition of these important issues, in November 2015, the Prime Minister, the Right Honourable Justin Trudeau, mandated the Minister of Employment, Workforce Development and Labour, the Honourable MaryAnn Mihychuk, to bring forward legislation to amend the *Canada Labour Code* (Code) to allow workers in federally regulated sectors to formally request flexible work arrangements from their employers. Federally regulated sectors include about 883,000 employees (or 6% of all Canadian employees) working for 11,450 employers in industries such as banking, telecommunications, broadcasting and inter-provincial and international transportation (including air, rail, maritime, and trucking), as well as federal Crown corporations and certain activities on First Nations reserves. The Minister has also been asked to consult with the provinces and territories on the implementation of similar changes in provincially regulated sectors.

Introducing a right to request flexible work arrangements under the Code provides an important opportunity to consider other potential legislative and non-legislative approaches for enhancing flexibility in work arrangements for Canadians.

Purpose of the Discussion Paper

The Government of Canada recognizes that, in order to reform federal labour policy and deliver real results to Canadians, meaningful engagement must be an integral part of the policy developmental process. This discussion paper is intended to help gather the views and perspectives of workers, unions, employers, employer organizations, advocacy groups, academics and other experts, the provinces and territories and the Canadian public on flexible work arrangements. It also invites feedback on what tools and methods should be used to ensure that a right to request flexible work arrangements, and any related initiatives, are effectively implemented.

The discussion paper will serve to support a variety of engagement activities that will be carried out across Canada over the coming weeks. For further information about these activities, including opportunities to participate, please consult

http://www.esdc.gc.ca/en/consultations/labour/flexible_work_arrangements/index.page

Written comments on the discussion paper are encouraged and can be provided directly to the Labour Program of Employment and Social Development Canada by June 30, 2016. Comments can be submitted online

http://www.esdc.gc.ca/en/consultations/labour/flexible_work_arrangements/index.page

or via email at the following address:

NC-TRAVAIL_FLEXIBLE-FLEXIBLE_WORK-GD@HRSDC-RHDCC.GC.CA

They can also be mailed to:

Strategic Policy and Legislative Reform Division
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Employment and Social Development Canada
Place du Portage, Phase II
165 Hôtel-de-Ville
Mail Box L910
Gatineau, Quebec
K1A 0J2

Prior to submitting written comments by mail or electronically, please make sure to review the Privacy Notice Statement (PNS) on page 25 of this discussion paper. By submitting your comments, you are consenting to participation in this consultation. You are also consenting to, and acknowledging that, you have read, understood, and agree to the PNS; and that your submission, or portions thereof, may be published on Canada.ca, included in publicly available reports on the consultation, and compiled with other responses to the consultation in an open-data submission on Open.Canada.ca.



Flexible Work Arrangements

What are Flexible Work Arrangements?

Flexible work arrangements are alternative arrangements to the traditional working week. Many of these arrangements began to take shape from the 1960s through the early 1980s, as employers and governments sought new employment practices to address emerging issues such as growing traffic congestion, the increasing labour market participation of women with family responsibilities, the expansion of manufacturing plant work hours, high unemployment rates and the need to reduce costs.

Since the early 1980s, and in a context of growing awareness about the importance of work-life balance, flexible work arrangements have been increasingly adopted by employers as family-friendly workplace policies to help employees balance the demands of their work with family and personal responsibilities, such as caring for a child, parent or friend, pursuing education, participating in traditional Indigenous practices (e.g. hunting, fishing and harvesting), recovering from an injury or illness, or transitioning into retirement.

Flexible work arrangements are now regularly provided by many employers as part of human resource policies and informal practices within their organizations, included in collective agreements between employers and unions, or made available to employees through employment or labour standards laws.

There are many types of flexible work arrangements.

The most common forms allow an individual employee to alter, on a temporary or permanent basis, his or her work schedule, the number of hours worked or the location where work is done, or to take time off to meet specific responsibilities.

According to a 2015 survey conducted with 8,000 employers and employees in 10 countries, 75% of organizations now have flexible working policies to enable employees to vary their hours and use technology to work from home.

Vodafone (2016), *Flexible: Friend or Foe?*

Flexible Work Schedules

Flexible work schedules are arrangements that allow employees to better manage family and other personal responsibilities (e.g. picking up a child at daycare, providing informal care) that conflict with the traditional Monday-to-Friday, nine-to-five work week, for instance by being able to commute to and from work outside of rush hour. Common forms of these arrangements include:

- **Flextime:** Working a set number of hours with flexible start and finish times agreed upon within specific limits;
- **Compressed work weeks:** Working for longer periods of time per day or shift over a defined period of time in exchange for a day off;
- **Time swaps:** An employee requests time off for personal reasons and offers to make it up by working longer than usual hours on another day;
- **Split shifts:** Working two or more periods during a defined period of time (e.g. 12 hours) in a day;
- **Time off in lieu:** Overtime can be compensated by time off with pay at the rate of 1.5 hours per overtime hour worked;
- **Right to refuse overtime:** An employee can refuse to work overtime; and
- **Notice of shift change:** Employers are required to notify employees in writing at least 24 hours in advance of a shift change.

In 2012, about 36% of Canadian employees with caregiving responsibilities had flextime.

Statistics Canada (2012), *General Social Survey*.

Amongst collective agreements covering at least 200 employees in sectors under federal jurisdiction, 36% provide the option of compressed work weeks and 55% the option of time off in lieu of overtime pay.

Labour Program, Negotech.

Flexibility in the Number of Hours Worked

Arrangements that provide flexibility in the number of hours worked allow employees to reduce (or increase to a certain limit) the amount of time they spend at work. These arrangements are particularly useful to support employees with intensive caregiving responsibilities, older workers transitioning out of the workplace, employees coming back into the workforce after a career break (e.g. a parent), or employees with a health problem or disability. Examples include:

- **Reduced hours/Part-time:** Working fewer hours than the traditional work week;
- **Job sharing:** Allowing two employees to jointly fill one full-time job, with responsibilities and working time shared or divided between them;
- **Partial leave:** Working a reduced time schedule for a temporary period of time; and
- **Gradual retirement:** Reducing working hours over a period of time to support older workers transitioning out of the workplace.

About 37% of Canadian employees with caregiving responsibilities had the option to choose to work part-time in 2012.

Statistics Canada (2012). *General Social Survey*.

In 2015, about 16% of women (compared to 3% of men) worked part-time because they were caring for a child or children, or because they had personal and family responsibilities.

Statistics Canada (2015). *Labour Force Survey*.

Flexible Location of Work

Telecommuting or teleworking is an arrangement that allows an employee to work from home, or a remote location outside of the traditional workplace, on either a temporary or permanent basis. The arrangement can benefit employees by allowing them to schedule their work day around their family and other personal responsibilities, while at the same time effectively meeting work requirements. It can also accommodate employees who have certain disabilities and are unable to leave their home.

According to a 2012 Rogers Communications and Harris/Decima survey:

- 44% of full-time employed Canadians are able to work remotely; and
- 70% of full-time workers aged 18–29 (millennials) would be more satisfied in their jobs if they could work remotely using cloud software.

Rogers Communication Inc. (2013).
Rogers Innovation Report: Connected Workplace

While working from home or remotely is not a new phenomenon, new technologies such as 4G data services, instant messaging, web conferencing and cloud storage are making it more and more feasible.

Flexible Leaves

Leaves are arrangements that permit employees to take time off from work to meet family and other personal obligations without the loss of employment rights. They can be paid or unpaid. The duration of a leave can vary from a few hours (e.g. taking a dependent family member to a medical appointment) to a few days (e.g. attending a funeral), or last weeks or months (e.g. recovering from a serious illness or injury). Leaves include:

- **Short-term family responsibility leave:** Leave to attend short-term family obligations (e.g. caring for a sick child);
- **Long-term family responsibility leave:** Long-term leave to care for a seriously ill family member;
- **Short-term sick leave:** Leave to recover from a short-term illness or injury;
- **Bereavement leave:** Leave that provides adequate time and flexibility to attend a funeral, memorial service or burial;
- **Buyable leave/Leave with income averaging:**
An employee exchanges an agreed reduction in salary for extra periods of leave over a specified period;
- **Leave for victims of domestic violence:** Leave to cope with domestic violence;
- **Educational leave:** Leave to undertake part- or full-time study or to engage in related activities (e.g. complete assignments or study for examinations);
- **Court leave:** Short-term leave to serve on a jury or to appear in court as a witness; and
- **Hunting, fishing, or harvesting leave:**
Leave to participate in traditional Indigenous practices such as hunting, fishing or harvesting.

In 2012, the large majority of Canadian employees with caregiving responsibilities reported working for an employer that provided the ability to take a leave (paid or unpaid) to take care of a child (75%) or a family member (74%), or to take an extended leave without pay for personal reasons (74%).

Statistics Canada (2012), *General Social Survey*.

Amongst collective agreements covering at least 200 employees in sectors under federal jurisdiction, 17% provide the option to take a leave of absence to care for a child or a family member.

Labour Program, Negotech.

Flexibility in Rest Periods

Rest periods (e.g. meal breaks, minimum rest periods, vacation leave and holidays) are important components of work-life balance as they help employees to restore their health and well-being. There are many arrangements that provide flexibility in the time that employees allocate for these periods. Examples include:

- **General holiday substituted with any other day:**
An employee substitutes another day off for a general holiday;
- **Postpone or interrupt vacation leave if eligible for and take another leave:** An employee who experiences an event (e.g. becoming ill, dealing with the death of a family member) can postpone or interrupt his or her vacation and take the leave associated with the circumstance (e.g. sick leave, bereavement leave); and
- **Division of vacation leave:** Annual vacation can be divided into two or more periods (including in one-day increments).

Potential Impacts

Studies exploring the benefits of flexible work arrangements for employees reveal that such arrangements are likely to improve their overall work-life balance, reduce workplace stress and health-related symptoms, reduce absenteeism, increase job satisfaction and organizational commitment, and maintain their attachment to the labour market (Possenriede et al., 2014; Hughes and Parkes, 2007; and Halpern, 2005). Employers can also benefit from flexible work arrangements as these arrangements help them to enhance recruitment and retention, reduce costs (e.g. absenteeism, turnover, overtime), increase productivity and improve morale, collaboration and overall commitment (Eurofound, 2012; Corporate Voices for Working Families, 2011; McNail et al., 2010; and Shepard et al., 1996).

Accommodating an employee's request for flexible work arrangements may require an employer to adapt his or her workplace practices. For example, while telecommuting is often associated with increased productivity, implementing such an arrangement may require changing how the employee is supervised and appraised, or involve certain costs (e.g. computer, 4G network service plans, cloud storage services) (Richard, 2012). Other arrangements, such as part-time work and leaves, may necessitate reorganizing work amongst existing staff, hiring a replacement or paying overtime (Guerin et al., 2015; Smith, 2011; Fagan et al., 2014).

In recent years, some states in the United States have amended their labour legislation to provide workplace protections for victims of domestic violence. In Canada, the Government of Manitoba has recently **amended the *Employment Standards Code*** to provide victims of domestic violence with a short-term leave (up to 10 days, including 5 paid days) and an unpaid long-term leave (up to 17 weeks).

Some collective agreements covering employees working in Canada's territories and northern regions of the provinces allow employees to take a leave of absence in order to participate in traditional Indigenous practices such as hunting, fishing or harvesting. The leave may be paid or unpaid and may vary with respect to its duration and the notice period required.

Labour Program, Negolech.

Flexible Work Arrangements in Canadian Labour Legislation

Federal Jurisdiction

Part III of the *Canada Labour Code* (Code) regulates labour standards such as hours of work, minimum wages, statutory holidays and annual vacations, as well as various types of statutory leave. These labour standards are mainly intended to provide a basic floor of rights for all workers and prevent unfair competition by providing a level playing field for employers.

Part III of the Code is relatively prescriptive regarding certain labour standards (e.g. hours of work, annual vacations, general holidays). In these cases, employers and individual employees are limited in their ability to devise flexible work arrangements that are tailored to their specific needs. However, Part III does provide a number of leaves of absence for employees. These include maternity leave, parental leave, compassionate care leave, leave related to critical illness of a child, leave related to the death or disappearance of a child, leave of absence for members of the reserve force, work-related illness and injury leave, sick leave and bereavement leave.

Provincial and Territorial Jurisdictions

There are examples in provincial and territorial labour laws of labour standards that provide a certain degree of flexibility to either or both employers and employees. For example, New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island and Quebec do not set a maximum number of hours per day during which an employee may work. Instead, they stipulate a number of standard hours that can be worked per week (e.g. 40 hours in a week), providing certain flexibility in terms of daily hours of work.

In addition, labour legislation in ten Canadian jurisdictions (Alberta, British Columbia, Manitoba, Newfoundland and Labrador, the Northwest Territories, Ontario, Prince Edward Island, Quebec, Saskatchewan and Yukon) provides that overtime hours can either be paid or taken as paid time off work at a rate of one and one-half hour for each overtime hour worked.

Similarly, Alberta, Newfoundland and Labrador, Ontario, Prince Edward Island, Quebec, the Northwest Territories, Nunavut and Yukon allow an employee who works on a statutory holiday to be paid a premium rate or receive a paid day off.

In **Ontario**, both the employer and the employee must agree to the "time off in lieu" of overtime paid and the employee must take it within three months of the week in which overtime was earned. This period can be extended up to a maximum of 12 months upon consent of both parties.

To limit the number of overtime hours that an employee may be required to do, Alberta, Ontario, Nunavut and Northwest Territories set maximum hours, either on a daily or weekly basis. Other jurisdictions (Manitoba, Quebec, Saskatchewan and Yukon) provide employees with the right to refuse overtime in defined circumstances. In Yukon, for example, employees may refuse to work overtime for "just cause," if the reasons are specified to the employer in writing. In Quebec, employees may refuse to work more than a specified number of hours, subject to exceptions (e.g. in the event of unforeseen circumstances or emergency situations). Quebec's labour legislation also allows employees to refuse to work beyond their regular hours in order to fulfill family obligations, if they have taken reasonable steps to deal with these obligations through other means.

British Columbia, Manitoba, New Brunswick, Newfoundland and Labrador, Nova Scotia, Ontario, Prince Edward Island, Quebec and Saskatchewan provide a leave for short-term family responsibilities. The leaves vary with respect to their maximum duration (3 to 12 days per year), scope (the circumstances in which they may be taken) and eligibility requirements. In Ontario, for instance, employees who work for employers with at least 50 employees are eligible for a personal emergency leave. With this leave, employees can take up to 10 days of unpaid job-protected leave per calendar year for a number of personal and family issues ranging from bereavement to a medical emergency.

Ontario, Quebec and Saskatchewan also provide long-term family responsibility leaves. In Ontario, an employee is entitled to up to 8 weeks of unpaid family caregiver leave to provide support or care to an immediate family member. Similarly, in Quebec and Saskatchewan, there are leave provisions that allow employees to take up to 12 weeks of unpaid leave per year to care for a seriously ill or injured family member.

Questions for Discussion

1. What types of flexible work arrangements are currently being provided in your workplace? Are they made available through informal practices, human resource policies, a collective agreement, or employment or labour standards laws? What good practices have been identified?
2. What kinds of flexible work arrangements would help employees better balance work, family and other personal responsibilities? Why?
3. From an employer standpoint, what benefits do flexible work arrangements provide? Have any unintended consequences resulted from providing employees with greater flexibility?
4. How can flexible work arrangements help employees and employers to better recognize and respect cultural diversity, including Indigenous practices?
5. Are there any key barriers to enhancing flexibility in work arrangements? For employees? For employers? If there are, how can they be addressed?



Right to Request Flexible Work Arrangements

What is a Right to Request Flexible Work Arrangements?

A right to request flexible work arrangements is a statutory right that entitles employees to formally request that their employers alter, on a temporary or permanent basis, their work schedule, the number of hours worked and/or the location where their work gets done. The right usually includes protections for employees against dismissal or other forms of retaliation (e.g. discriminatory practices in training and promotion opportunities) for exercising the right.

A right to request flexible work arrangements also normally requires that employers give due consideration to such requests and respond within a set deadline. The employer may only decline a request on reasonable business grounds. In addition, if the employer rejects a request, he or she must provide evidence to support the grounds for refusal.

Since the early 2000s, Australia, New Zealand and the United Kingdom and a number of jurisdictions in the United States (e.g. Vermont, San Francisco) have introduced legislation that is focused on encouraging individual employees and their employers to develop flexible arrangements that suit their respective needs and establishes a right to request flexible work arrangements. In New Zealand, the right to request flexible work arrangements was initially available to employees with caregiving responsibilities and with six months of continuous employment with the same employer, and a maximum of one request could be made per calendar year. Since 2015, the right has been available to all employees from their first day of employment and employees can make as many requests as they wish.

While the laws in these jurisdictions generally reflect similar principles about the kinds of flexible work arrangements that can be requested and the duty for the employer to consider these requests, they vary in some regards. For instance:

- **Entitlement:** An employee's right may or may not be contingent on having been employed for a defined period of time (e.g. six months in the U.K);
- **Restriction:** An employee may be permitted to make multiple requests per calendar year, or the right may be limited to a single request per employee, per calendar year;
- **Information requirements:** When requests must be made in writing, employees could be obliged to provide certain information for the employer, including:
 - i) the type of working arrangement requested and whether the change is permanent or temporary;
 - ii) date on which the employee proposes that the variation take effect and, if the variation is for a period of time, the date on which the variation is to end;
 - iii) the reason for the request (e.g. caregiving); and/or
 - iv) the expected impact of the change on the employer;

- **Considering requests:** The process followed by an employer to give due consideration to a request varies. For example, differences exist regarding:
 - i) the period required to respond to a request (e.g. 21 days in Australia, 3 months in the United Kingdom);
 - ii) guidelines about how to handle requests (e.g. United Kingdom Code of Practice); and
 - iii) whether a response is required in writing or not;
- **Employer right of refusal:** The business grounds for which an employer may refuse an employee's request for flexible work arrangements vary and include: the burden of additional costs; inability to reorganise work amongst existing staff; detrimental effects on their ability to meet customer demand; inability to recruit additional staff; detrimental impacts on quality; detrimental impacts on performance; insufficiency of work during the periods the employee proposes to work; and planned structural changes;
- **Appeals/recourse:** If a request for flexible work arrangements is turned down by an employer, and the employee believes that the employer has not complied with the legislation, different processes allow the employee to seek the assistance of a labour inspector, access mediation or file a complaint to an employment tribunal;
- **Burden of proof:** At an employment tribunal, an employer must generally demonstrate that they have not unreasonably refused the request;
- **Remedies:** If a complaint is well-founded, an employer may be required to reconsider the request and/or compensate the employee; and
- **Employees subject to a collective agreement:** Employees bound by collective agreements may or may not be entitled to a right to request flexible work arrangements.

Provincial and Territorial Jurisdictions

No provincial or territorial labour laws currently provide employees with a right to request flexible work arrangements.

Surveys conducted in the United Kingdom showed that between 79% and 91% of requests for flexible work arrangements made by parents or caregivers were accepted in 2013.

Department for Business, Innovation & Skills (2014).
The Fourth Work-Life Balance Employer Survey:
Main Findings

According to a 2014 Australian survey:

- 28% of employees made a request for flexible working arrangements; and
- 41% of enterprises received a request, with larger enterprises (72%) more likely to receive a request than smaller ones (38%).

FairWork Commission (2015). *Australian Workplace Relations Study First Findings Report*

According to a 2013 survey conducted in the United Kingdom, fewer than 1% of employers reported that an employee made a complaint to an employment tribunal related to the right to request flexible work arrangements over the preceding 12 months, or that an employee was considering a complaint.

Department for Business, Innovation & Skills (2014).
The Fourth Work-Life Balance Employer Survey:
Main Findings

Potential Impacts

A right to request flexible work arrangements provides employees with a formal avenue to request an adjustment to their work arrangements. It also encourages employees and employers to negotiate arrangements that suit their respective needs in terms of flexibility, rather than imposing a "one size fits all" solution.

Providing a right to request flexible work arrangements also aligns with recent court decisions, which have determined that family status protections under human rights law – such as the *Canadian Human Rights Act* – extend to a person's family caregiving responsibilities.¹ This means that, when an employee demonstrates that he or she has substantive childcare obligations that cannot be reconciled with an employer's existing rules or policies to the extent that the employer's rules or policies interfere with that employee's ability to meet that substantial obligation in any realistic way, an employer has the duty to accommodate this employee to the extent that it would not cause undue hardship to his organization.

However, a right to request flexible work arrangements may have a negative impact on the operations of small businesses due to their generally more limited resources to deal with additional administrative burdens. In addition, employers may have concerns about how complaints or appeals will be handled, particularly if it is a statutory right and given a lack of jurisprudence.

In New Zealand, where there is a right to request flexible work arrangements, 70% of employers report having some or all of their employees working flexibly and 87% say that flexible work arrangements have had a positive impact.

New Zealand Department of Labour (2011),
*Review of Flexible Working Arrangements
in New Zealand Workplaces*

Questions for Discussion

1. What process should apply to making requests for flexible work arrangements (e.g. entitlement, frequency, format, information requirements)?
2. What process should employers be required to use to respond to requests for flexible work arrangements (e.g. time period for reply and other considerations, business grounds for refusing a request)?
3. If an employee's request for flexible work arrangements is not properly dealt with or denied, what recourse should be available?

¹ Canada (Attorney General) v Johnstone, 2014 FCA 110; Canadian National Railway v. Seeley, 2014 FCA 111.

IV

Implementing Flexible Work Arrangements

Minister Mihychuk and all other ministers have been asked by the Prime Minister not only to deliver on specific priorities, but to deliver on them in new ways. This includes ensuring that desired outcomes for Canadians are clearly defined. It also includes ensuring that the successful implementation of new initiatives is considered as an integral part of the policy making process, and that progress toward achieving outcomes is monitored so that adjustments can be made if necessary.

Desired Outcome

The fundamental purpose of introducing a right to request flexible work arrangements, and potentially other complementary measures, is to provide employees with more flexibility to structure their work lives and to provide employers with more flexibility to accommodate these needs. Ultimately, the desired outcome is two-fold: employees who are better able to balance their work, family and other personal responsibilities; and employers who are able to benefit from reduced absenteeism, increased productivity and improved recruitment, engagement and retention.

"It is my expectation that we will deliver real results and professional government to Canadians. To ensure that we have a strong focus on results, I will expect Cabinet committees and individual ministers to: track and report on the progress of our commitments; assess the effectiveness of our work; and align our resources with priorities, in order to get the results we want and Canadians deserve."

The Right Honourable Justin Trudeau,
*Mandate Letter to the Minister of Employment,
Workforce Development and Labour*

Achieving and measuring this outcome will be challenging. A key issue to consider is what tools and methods should be used to ensure that a right to request flexible work arrangements, and any related initiatives, are effectively implemented and that the results are carefully monitored.

Effective Implementation

Successful implementation depends on having effective compliance and enforcement mechanisms in place. These mechanisms are focussed on ensuring that rights and related responsibilities are known and understood, that they are respected by both employees and employers, that disagreements can be raised and addressed fairly and without reprisal, and that mechanisms are in place to uphold legislative requirements and, when violations are found, to provide appropriate remedies.

The *Canada Labour Code* (Code) contains a variety of long-standing compliance and enforcement tools for dealing with matters relating to labour standards (**Part III** of the Code) and occupational health and safety (**Part II** of the Code). They include powers to assist parties in settling complaints, to examine records, to conduct inspections and investigations and, where there is found to be non-compliance, to issue payment orders to recover

Over 86% of labour standards complaints filed with the Labour Program under Part III of the Code over the past five years were filed by individuals whose employment had already been terminated. This suggests that many employees do not seek recourse following violations, possibly for fear of facing negative repercussions in the workplace or because they are unaware of their rights or how to enforce them.

Labour Program, ESDC.

unpaid wages and directions for occupational health and safety violations. There are also provisions in the Code specifically aimed at adjudicating unjust dismissal complaints. These tools, combined with proactive outreach and awareness building, are often effective at achieving voluntary compliance and resolving complaints.

However, the Code's enforcement provisions are not always adequate for dealing with employers who knowingly, and repeatedly, contravene legislative and regulatory requirements. In addition, although the Code provides for prosecuting offenders, this is a burdensome, expensive and time consuming process that is typically reserved for the most serious labour standards and occupational health and safety violations.

More generally, achieving compliance with labour legislation has become more **challenging** over the past two or so decades, especially in light of the changes that have taken place in the workplace and the rise of precarious work. Studies show that the rate of compliance is affected by many factors, such as the level of awareness that employees and employers have about their respective rights and responsibilities, whether the penalty system creates appropriate incentives to comply or a formal enforcement strategy is in place, firm size, business practices, an employer's compliance history, union presence in the workplace and the attitudes of workers and employers.

In this context, it is important to consider the degree to which the existing framework for compliance and enforcement that is embedded in the Code is well-suited to effectively implementing a right to request flexible work arrangements and any related measures to enhance flexibility. For instance, the introduction of a right to request could change the behaviours of employees and/or employers (e.g. in terms of the volume of requests generated and needing to be considered) in such a way that adjustments are necessary in the tools that are currently available under the Code for ensuring compliance and enforcement.

In addition, many other jurisdictions in Canada and internationally have taken steps to modernize the instruments that they use to foster compliance and enforcement with labour laws and regulations. More up-to-date approaches for improving compliance and enforcement have also been examined by researchers, think tanks, international organizations and others. Some of these more modern tools could potentially offer support – either as is or as adapted – for effectively implementing a right to request flexible work arrangements under the Code and related initiatives.

Enhanced Education and Outreach

The provinces and territories and other countries are more and more relying on enhanced education and outreach activities to promote voluntary compliance and encourage specific desired behaviours. These include:

- **Targeted campaigns:** Have targeted messages (e.g. about specific rights and obligations where non-compliance is more frequent), or messages that are targeted to particular audiences that are considered to be more vulnerable or less likely to comply voluntarily (e.g. youth, new immigrants and new employers), and are delivered through traditional channels and social media.
- **Interactive websites:** Provide accessible, more customized information to workers and employers (e.g. about legal rights and obligations and penalties) and allow information to be submitted electronically (e.g. complaints).

Positive Incentives

Positive incentives, such as praise, awards and prizes, are now more frequently used in many countries, including Canada, to encourage and enable improved compliance. Examples include:

- **Capacity building:** Initiatives to promote the sharing and publicizing of good workplace practices in order to boost the capacity of others to comply (e.g. Canadian Centre for Occupational Health and Safety youth video contest).
- **Awards and recognition:** Programs offered by enforcement bodies, sometimes in collaboration with employers, unions and other organizations, to formally recognize good workplace practices and those who develop and adopt them (e.g. Work Safe Alberta Awards program).

Statistics from the 2008 Federal Jurisdiction Workplace Survey revealed that a significant number of employers were not complying with or at least not aware of certain provisions of the *Canada Labour Code*. For example, about 25% of employers said that they did not provide three weeks of paid annual vacation after six years of continuous employment, 60% said that they did not provide bereavement leave in the event of the death of an immediate family member, and approximately 80% said that they did not have a sexual harassment prevention policy.

Labour Program, ESDC.

Complaints Process

Steps have been taken in other Canadian jurisdictions and internationally to modernize the complaint-based systems that have traditionally underpinned labour legislation. Examples include:

- **Processing times:** Call centres, self-help kits and mediation, especially for small claims, that are aimed at reducing processing times, and on-line forms that further speed processing and also ensure more consistency and improved accuracy in the information provided to support complaints.
- **Anonymous complaints:** Allegations of labour law violations can be filed by a complainant anonymously, as in Saskatchewan and some U.S. states (e.g. Colorado, Illinois and New York).
- **Protections against employer retaliation:** Stronger protections against employer retaliation for workers who exercise their rights under labour legislation, such as giving inspectors specific powers (e.g. orders to cease and desist and/or to reinstate or compensate an employee).
- **Statutory presumption of employer retaliation:** Where a complainant has been fired or faced other forms of retaliation, the employer bears the burden of proof that the measures taken were not retaliatory.

In Saskatchewan, complaints can be made anonymously if an individual believes that the *Saskatchewan Employment Act* is not being followed and they would like the situation corrected but do not wish to make a formal complaint. The anonymous complaint could involve monetary issues, such as wages, overtime, vacation pay, not being paid, or not being paid correctly. It could also involve non-monetary issues, such as not receiving a work schedule or a pay stub, or not being paid on time. Problems are usually corrected on a "go-forward" basis, to ensure that from this point on the provisions of the Act will be followed in the workplace.

Government of Saskatchewan, Employment Standards
Division, *Anonymous Complaint Form*

Enhanced Enforcement Strategies

In the provinces and territories and countries such as the United States and the United Kingdom, a variety of tools have been adopted to strengthen enforcement. Some of the more common ones are:

- **Risk-based enforcement:** Improved identification of high-risk sectors and random audits, combined with communication activities to publicize that this is being done.
- **Targeted enforcement:** Inspection blitzes targeted at high-risk firms and/or sectors, as well as enforcement strategies that take into account the particular characteristics of smaller firms, for instance by allowing training to be substituted for fines.
- **Strengthened training:** Ongoing training programs, especially for new inspectors or when new compliance and enforcement tools are introduced, that raise awareness and ensure that the tools that are available to enforcement officials are consistently applied.

Penalties

In recent years, significant attention has been paid to the importance of diversifying and strengthening the penalty system and increasing the real and perceived costs of non-compliance in order to deter violations. Examples include:

- **Fines:** More effective fines that are better aligned with the relative seriousness of the offence, fully remedy the losses caused by a violation and can be imposed more efficiently (e.g. tickets and administrative monetary penalties).
- **Other financial incentives:** Administrative surcharges (e.g. on wage payment orders) and payment by violators of interest charges and the administrative costs related to inspections and other enforcement activities.
- **Regulatory disclosure:** As is the case in Alberta, Ontario, Connecticut and Oregon, information about serious offenders is, or can be, disclosed in the workplace and/or to the public.

An administrative monetary penalty (AMP) is a fine that can be imposed by designated government officials against a person or organization that has contravened a legal requirement. AMPs are generally considered to be less punitive than criminal sanctions and can be more expeditiously imposed in response to a particular case of non-compliance. Seven provinces – British Columbia, Alberta, Manitoba, Ontario, Quebec, Nova Scotia and Yukon – now have AMP regimes in place under their occupational health and safety or labour standards legislation.

Multi-Agency Enforcement

Multi-agency enforcement is generally designed to improve compliance by reducing red-tape and administrative burden and to improve enforcement by creating efficiencies. It is often rooted in the idea that non-compliance in one area increases the likelihood of non-compliance in another. Examples include:

- **Information sharing:** Information and intelligence about non-compliant employers are shared between different bodies responsible for enforcing labour and employment legislation, to the extent permitted by privacy laws, in order to strengthen their ability to target enforcement activities, as happens in the United Kingdom.
- **Coordination:** Mechanisms such as the UK Pay and Work Rights Helpline, which provides workers, employers and others with single window access to the five bodies responsible for the enforcement of labour and employment legislation and has operators who are cross-trained and able to refer cases to the relevant body (or bodies).
- **Delegation or deputization:** Inspectors from one enforcement agency are authorized to enforce labour laws and regulations overseen by another.

Enhanced Roles for Third-Parties

The role of third-parties in improving compliance and enforcement of labour legislation by enhancing individual and collective voice has received considerable attention in the past few years. Approaches that have been examined in other jurisdictions or adopted include:

- **Third-party complaints:** Allow complaints from any party who wishes to bring forward an alleged violation, as can be done in Australia through the Fair Work Ombudsman.
- **Third-party monitoring:** Combines government enforcement with monitoring by an impartial third-party.
- **Partnerships or participatory enforcement:** Give government, employers, workers and community groups an ongoing role in enforcement, including documenting violations and helping employees seek redress.

Self-Regulation

Similarly, there has been a proliferation of non-governmental forms of enforcement. Key examples include:

- **Self-monitoring:** Firms assess and monitor themselves for non-compliance and take corrective action as required or, as is now the case under the *Ontario Employment Standards Act*, can be ordered to conduct self-audits and report the results.
- **Codes:** Sector- and firm-level codes of conduct, or codes of voluntary compliance, which include reporting requirements.
- **Joint committees:** Joint employer-employee committees that can oversee alternative dispute resolution on matters of disagreement, or develop and approve firm-level plans to achieve regulatory objectives.

Effective Monitoring

In addition to effective implementation, delivering a right to request flexible work arrangements, and potentially other flexibility-enhancing measures, requires ensuring effective monitoring. Monitoring depends on having timely, reliable and relevant data. It also depends on being able to use the data, whether quantitative or qualitative, to assess where progress is being made in achieving the desired outcomes for employees and employers and where adjustments may be required.

The current labour standards compliance regime, because it is largely based on complaints, does not provide an adequate basis for monitoring the impact of the introduction of new provisions aimed at encouraging flexibility. This raises the question of whether it may be necessary to include some basic reporting requirements that will allow adequate monitoring and follow-up, without creating excessive burden on employers and employees.

Finally, effective monitoring will necessitate developing ways to assess whether the outcome being sought – that employees in federally regulated enterprises experience an improvement in their ability to achieve work-life balance, thereby reducing stress and other undesirable impacts and that their employers benefit from reduced absenteeism, increased productivity and being better able to attract and retain employees – is actually being realized. To this end, it may be useful to develop tailored survey methods to track and report on progress.

Questions for Discussion

1. Is the desired outcome appropriately defined?
2. What are likely to be the key challenges – for employees, employers and the Labour Program – in ensuring effective compliance and enforcement with a right to request more flexible work arrangements and any related initiatives for enhancing flexibility?
3. What specific compliance and enforcement tools are best suited for implementing a right to request flexible work arrangements and any related measures?
4. If any new enforcement tools should be added to the *Canada Labour Code* to ensure compliance with a right to request flexible work arrangements and any related measures, should they also apply with respect to enforcing other labour standards under Part III of the Code, or occupational health and safety provisions under Part II? Which ones? Why?
5. What kinds of data and methodologies are presently available to help assess and monitor progress in implementing a right to request flexible work arrangements and any related measures? Are there gaps and, if so, how can they be addressed?
6. Besides effective compliance and enforcement and effective monitoring, are there other key factors for successfully implementing a right to request flexible work arrangements and any related measures that should be considered? For example, are there non-legislative measures that would be helpful?

Notice to Participants

Participation in this consultation is voluntary, and acceptance or refusal to participate will in no way affect any relationship with Employment and Social Development Canada (ESDC) or the Government of Canada.

Information provided to the Labour Program related to this engagement initiative can be subject to Access to Information and Privacy requests and will be administered in accordance with the *Access to Information Act* and *Privacy Act*.

The information is collected under the authority of the *Department of Employment and Social Development Act* (DESDA) for the 2016 Flexible Work Arrangements Public Consultation. It may be used by ESDC, including the Labour Program, for policy analysis and research; however, these uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Any personal information provided to the Labour Program will be administered in accordance with the DESDA, the *Privacy Act* and other applicable laws. However, those providing information are requested not to provide any identifying personal information about themselves or anyone else (other than name, organization and contact information). In the event that you provide unsolicited personal information for the purpose of attribution, your unsolicited personal information could be used in publicly available reports on the consultation and elsewhere as deemed appropriate by ESDC. If personal information is provided by an individual member of the general public (who is not an individual participating in the consultation on behalf of, or as a representative of, a stakeholder organization), ESDC shall make every effort to remove the identifying personal information prior to including the individual's responses in the data analysis.

You have the right to the protection of, access to, and correction of your personal information, which is described in Personal Information Banks ESDC PSU 914 or ESDC PSU 938. Instructions for obtaining this information are outlined in Info Source, which is available at: www.infosource.gc.ca. Info Source may also be accessed on-line at any Service Canada Centre.

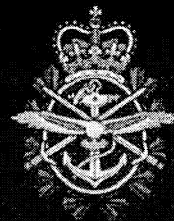
You have the right to file a complaint with the Privacy Commissioner of Canada regarding the institution's handling of your personal information at:

https://www.priv.gc.ca/faqs/index_e.asp

To obtain information related to this consultation, a request may be submitted in writing to ESDC pursuant to the *Access to Information Act*. When making a request, reference should be made to the name of this discussion paper.

ASSISTANT DEPUTY MINISTER (HUMAN RESOURCES — CIVILIAN)

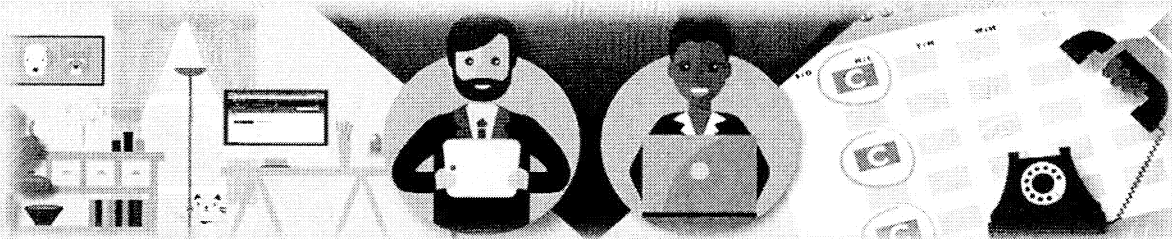
DIRECTOR GENERAL (WORKPLACE TOTAL HEALTH AND WELLNESS MANAGEMENT)



Alternative Work Arrangements:

Guidance for Employees and Managers

December 15, 2017



Canada

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***Alternative Work Arrangements: A key pillar of the DND
Total Health and Wellness Strategy and a key enabler of
our Defence Policy – Strong, Secure, Engaged***



Our people, our strength.

Audience

This guide is intended for use by:

- Civilian employees of National Defence;
- Civilian managers/supervisors of civilian employees of National Defence;
- Military managers/supervisors of civilian employees of National Defence.

Introduction

Today's members of the Federal Public Service are faced with a set of unique challenges that are very different from those that were present a mere generation ago. Civilian employees of the Department of National Defence (DND) are trying to achieve a more harmonious approach to their work and personal lives, juggling career aspirations and advancement with professional development, family obligations, and many other competing priorities.

Research indicates that employees who are "well" are more engaged in their work, more productive and experience lower rates of absenteeism. Moreover, positive employee behaviour and attitudes are linked to effective and efficient client service as well as a superior organizational reputation.

Consequently, it is in everyone's best interest to care for the well-being of our civilian employees. Alternative Work Arrangements (AWAs) can go a long way to helping us meet our well-being goals and objectives. The use of AWAs is a key element of the Department's Total Health Strategy which is aimed at improving the health and well-being of our employees and creating a supportive work environment as an enabler for a Strong, Secure, and Engaged Defence Team.

The DND encourages the use of alternative work arrangements to recruit and retain a diverse, inclusive and talented workforce and to avoid losing talented employees to others who are providing work arrangements that provide better opportunities to balance work and personal responsibilities.

Objectives

The objectives of this guide are:

- To foster a work environment that supports the use of AWAs when operationally feasible by providing managers/supervisors and employees with the information and tools to make informed decisions on whether an alternative work arrangement is feasible;
- To support compliance with DND's obligations relating to health and safety of their civilian employees when undertaking an alternative work arrangement;
- To support compliance with DND's obligations relating to security of information and assets when undertaking an alternative work arrangement.

Effective Date: December 15, 2017

Approval Authority: Assistant Deputy Minister (Human Resources- Civilian) (ADM (HR-Civ))

Enquiries: Direct any enquiries to the Total Health Management Directorate at the following positional email address: [++Alternate Work Arrangements\(AWA\)
- Régimes de travail de rechange\(RTR\)@ADM\(HR-Civ\) DGWM@Ottawa-Hull](mailto:++Alternate Work Arrangements(AWA)- Régimes de travail de rechange(RTR)@ADM(HR-Civ) DGWM@Ottawa-Hull)

A Note about Collective Agreements

Note that not all collective agreements permit the use of alternative work arrangements, for example but not limited to, Ship Repair (West) (SR (W)), Ship Repair (East) (SR (E)), FR, LI Groups and the SC Groups. It is important that employees and managers/supervisors verify their collective agreements to determine whether the AWA they are considering is possible.

Unless it is a condition of employment, alternative work arrangements should not be viewed as a right by employees and are at the discretion of the manager/supervisor on a case-by-case basis. Persons employed are able to formally request alternative work arrangements and these requests should be supported where operationally feasible, while managing any risks associated with such arrangements.

Trial Periods

- Trial periods should be established for each type of alternative work arrangement.
- Criteria for determining the success of the AWA should be established at the outset and used at the end of the trial period to identify success and/or areas for adjustment.

Duration of AWAs

- All alternative work arrangements should be reviewed and renewed on a yearly basis.
- Requests for update, renewal and termination of all alternative work arrangements should be submitted using the Alternative Work Arrangement Request and Agreement form.

Alternative Work Arrangement Options

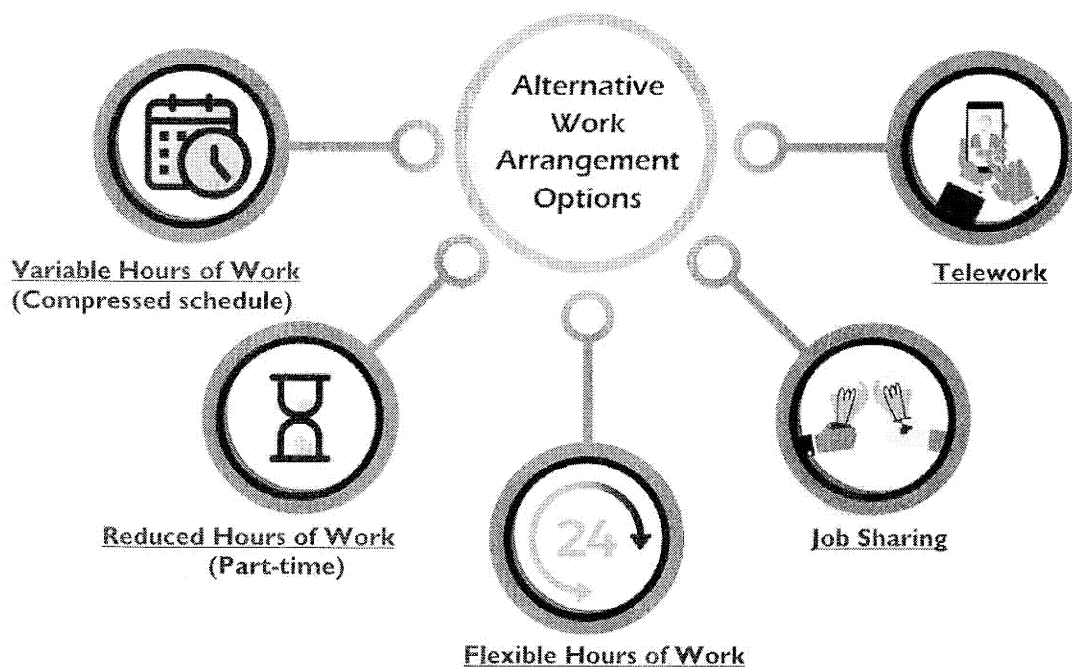
An alternative work arrangement is considered any type of non-traditional work arrangement. Alternative arrangements are associated with the position you are working in (or in the case of an assignment/secondment or acting situation, for these). This means that if you have an AWA for your substantive position and accept an acting, assignment or secondment you must request a new AWA through your new manager for the duration of these temporary arrangements and again when you return to your substantive position.

Sometimes an alternative work arrangement is the result of a workplace accommodation, Health Canada Fitness to Work Evaluation or a return to work program. These types of arrangements fall under other guidelines or policies such as DAOD 5015-0, Workplace Accommodation, and are outside the scope of this document. However, this guide may provide some suggestions that complement those programs or policies.

For additional information or support relating to the duty to accommodate contact:

NCR: The Office of Disability Management at 1(833) 893-3388 or
Disability_Management-Gestion_Invalidite@forces.gc.ca
Outside the NCR: [Client Services](#)

* Click on the AWA title to move directly to the AWA of your choice



Forms

* Click on form title to access the form you wish to use

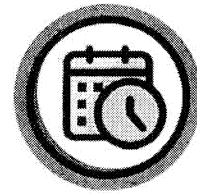
[Alternative Work Arrangement Request and Agreement Form](#)

[Telework Expectations and Communication Agreement \(DND 4423-E\)](#)

[Telework Health / Safety / Security Checklist and Attestation \(DND 4424-E\)](#)

[Employee Telework Considerations Tool](#)

Variable Hours of Work (Compressed)



An arrangement that permits employees to complete their weekly hours of work in a period other than five (5) standard working days and averaged over a specified period. For example an employee might work seventy-five (75) hours over nine (9) days rather than the usual ten (10) days.

Benefits

Manager/Supervisor's Perspective

The extended daily hours of work associated with compressed hours of work can contribute to improved client service through longer hours of service. Supervisors/managers with several employees on compressed hours of work can plan schedules to extend service hours and/or have employees' alternate absences to ensure no gaps in service.

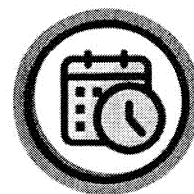
Employees working a compressed hours of work schedule continue to be entitled to the same leave provisions as before. Often, having a scheduled weekday "off" (usually referred to as a day of rest), allows employees to deal with personal and family related matters that cannot be dealt with outside normal working hours. The potential diminished disruption to the daily work routine combined with reduced stress for employees trying to juggle work and personal/family obligations, can lead to increased productivity and quality of work.

Employee's Perspective

Compressed hours of work allow employees to arrange their work schedule in a way that responds to their personal needs. There are different arrangements that can be made depending on operational requirements and employees' needs. For example, in accordance with the relevant collective agreement, a full or half day off every two, three or four weeks (maximum) could be implemented.

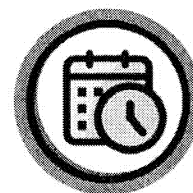
The flexibility of this arrangement enables employees to attend appointments, tend to personal/family matters, address child-care arrangements, attend classes, enjoy leisure time, etc., when they would otherwise be required to work. Compressed hours of work may also reduce transportation costs and issues.

Making it Happen



Reviews considerations before submitting an official request

- Review your collective agreement and terms and conditions of employment to ensure that you understand them. Pay particular attention to provisions that require make-up time for statutory holidays.
- Consider the impact on entitlements:
 - All leave is accumulated and deducted on an hourly basis. For example, if an employee works 8 hours 20 minutes (8.333 hrs) per day and they take a day of vacation leave (other than the scheduled day off), 8.333 hrs will be deducted from that employee's vacation leave credits.
 - Pay particular attention to provisions that require make-up time for statutory holidays: When statutory holidays fall during the averaging period, the employee must make up the time. For example, an employee on a scheduled work week of 37.5 hours and one day off every 2 weeks would use 50 minutes of annual or compensatory leave or work an additional 50 minutes to make up the time.
 - Note that if the average weekly hours of work remain the same under flexible hours, there is no change in pension plan contributions.
- Consider why compressed hours of work is desirable. There are specific challenges inherent in working a compressed work week. The number of hours to be worked each day will determine the number of days off in any given 14, 21 or 28 day period. Extending working hours may require adjusting child or elder care arrangements. Over a sustained period, longer hours can be physically and mentally taxing.
- Examine all available options and consider your organization's business requirements before proposing this option to your manager/supervisor.
- Assess the impact of a compressed hours of work schedule on your work activities. How will this affect your service to clients, internal and external communication, productivity and team work? Be ready to discuss options to address potential work challenges with your manager/supervisor.
- Discuss your interest in this AWA with your manager/supervisor.



Submit Request to Manager/Supervisor

- Complete the Alternative Work Arrangement Request and Agreement form and submit to your manager/supervisor for consideration. Note that once the request has been submitted to your manager they will be unable to modify the information submitted and may return the request to you (electronically) for you to make the discussed amendment(s) and resubmit to them for subsequent approval.
- Your manager/supervisor will receive notification that a request has been submitted.

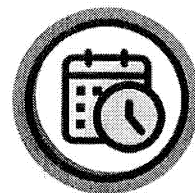


Review Request

You will receive an email notification when a request for an Alternative Work Arrangement has been submitted.

Confirm that the following AWA conditions are met:

1. The arrangement supports your operational requirements: review examples of considerations below.
2. The arrangement is voluntary on the part of employee.
3. It respects the terms and conditions of employment and the provisions of the relevant collective agreement. **Should an employee request hours of work outside of those specified in their collective agreement, a manager should speak with Client Services prior to rendering a decision.**
4. Is not expected to result in decreased output.



5. Does not create additional work for other team members: other team members should not be required to take on the tasks of employees on their compressed day off, with the exception of emergencies.

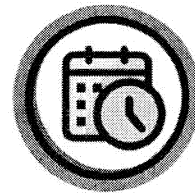
6. You have the appropriate level of delegation to approve this AWA (Level E managers /supervisors).

Review request against operational requirements

- Establish the impact the arrangement would have on productivity, such as:
 - Quality of work;
 - Timeliness of work to be performed (ability to meet deadlines, respond to inquiries etc.);
 - Quality of service to clients;
 - Timeliness of service to clients.
- Establish the impact the arrangement would have on team members:
 - Morale
 - Communication
 - Team work
- Establish the impact the arrangement would have on the manager/supervisor: how does this arrangement require you to adjust? Will that be manageable for you?
- If this employee is being performance managed, does this impact your ability to monitor the situation?
- If you have any concerns about the impact of this arrangement on collective agreements or terms and conditions of employment, you should contact Client Services.

Review Request in consideration of impact on Health and Safety

- Consider the physical demands of jobs, occupational hazards such as chemicals or noise exposures, and aspects of job design such as rest schedules. Changes in the environment or job design can sometimes make an extended workday more acceptable.
- Consider the mental and emotional demands of the job. Work that requires constant attention or intense mental effort may be less acceptable for the extended workday. Getting up and stretching, bending and changing positions helps decrease the strain of the extended workday.



- Consider the workers and the other demands on their time. People who have other significant responsibilities each day may require additional support such as child care facilities. Seasonal demands may also have to be considered.
- Be aware of the increased possibility of repetitive stress injury due to extending work days.



Request is approved:

- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.
- Ensure that the employee's work schedule has been updated in Phoenix.

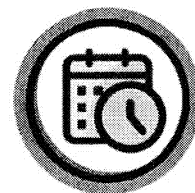
Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix

Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/

Request requires modification:

It is possible that, following discussions between the employee and manager/supervisor, some changes are required to the Alternative Work Arrangement Request and Agreement form. These changes must be completed by following these steps:

1. **Manager/Supervisor:** Return the Alternative Work Arrangement Request and Agreement request to the employee by selecting "Requires Modification" option from the Status drop-down menu and selecting *Submit*.
2. **Employee:** Make necessary updates to the Alternative Work Arrangement Request and Agreement form and select *Resubmit for manager / Envoyer à nouveau au gestionnaire*.



Request is denied:

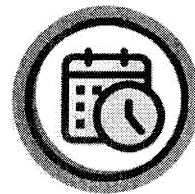
- Advise the employee of your decision, including an explanation of the operational requirements that have led to a determination that it is not feasible.
- Complete the manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.

Making it Work

There are several strategies that a manager and employee can put in place to help support the successful implementation of a compressed work schedule, such as:

- Plan meetings and schedule work in consideration of employee schedules. Requiring the employee to attend meetings, etc. on scheduled time-off will lead to extra costs associated with overtime, stand by and so on.
- If the decision is made to try the extended workday, establish a trial period.
- Evaluate the success of the new schedule by doing the following:
 - Monitor health and safety. Look for any changes in accident rates, health levels and especially fatigue.
 - Look for any changes in absenteeism rates. Although absences are not always a good measure of health or ill health, an increase may suggest a problem. On the other hand, a decrease may show that the extended workday is successful.
 - Ask for employee reactions and listen to their comments to find out how satisfied they are with the extended workday, and how well they have accepted it and adapted to it.
- Ensure that leave is granted on an hourly basis; that the employee's total number of required work hours is accurately recorded and that any work hours not completed are fulfilled where necessary.

Terminating/Amending a Variable Hours of Work (or Compressed Work Week) Arrangement



A compressed hours of work arrangement may be terminated or temporarily suspended as a result of operational requirements not being met or being changed. When termination is necessary remember to give as much notice as possible to all involved to ensure both supervisors/managers and employees can adjust. This will enable affected employees to make any necessary adjustments to childcare, transportation, etc. and allow supervisors/managers to adjust scheduling.

Step 1: Discuss Options

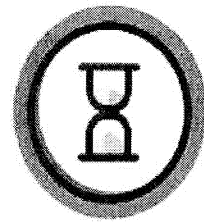
- All possible solutions should be discussed between the manager/supervisor and employee before terminating a compressed hours of work arrangement.
- Employees should also be aware that the termination of one alternative work arrangement does not preclude them from exploring the use of another alternative work arrangement.
- The change back to regular working hours should occur at the end of the employee's compressed work week schedule. For example, if the employee is on a two-week compressed schedule, wait until the first day of the third week to implement the regular schedule. This alleviates the need to adjust for extra hours worked, leave taken and so on.

Step 2: Take Action

The manager can terminate an existing AWA by submitting the Alternative Work Arrangement Request and Agreement form on behalf of the employee or the employee can submit it themselves.

Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix
Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/

Reduced Hours of Work (Part-time)



This is a temporary arrangement that allows an employee to work in one position with fewer hours than the standard day, week or month established for full-time employment.

For the purpose of this guide we will be referring to part-time employment as a temporary alternative, however it may also be a permanent arrangement **when requested by an employee.**

Benefits

Manager/Supervisor's Perspective

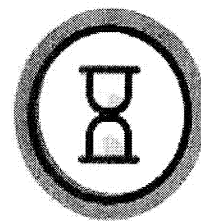
Part-time employment can help manager/supervisors fulfil their operational objectives and is an option to increase flexibility in managing their human resources. Through part-time employment, manager/supervisors may benefit from the skills, knowledge and experience of employees who might not otherwise be available.

Many talented, experienced employees are in need of this arrangement due to personal situations. Manager/supervisors are advised to consider the benefits to the organization in providing this type of arrangement, such as the retention of valuable employees, who might be facing unusual or temporary personal circumstances, or the wish to engage in part-time studies which could have benefit to the organization, increased productivity, motivation of the employee, etc.

Employee's Perspective

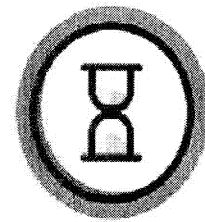
Part-time employment can be attractive to some employees as a way to harmonize their personal responsibilities with their work. It may be the ideal option for an employee who wishes to pursue other personal interests such as volunteer work, education, pre-retirement lifestyle changes, etc.

Making it Happen



Review considerations before submitting an official request:

- Examine all available options and consider your organization's business requirements before proposing this option to your manager/supervisor.
- Determine whether you will request a temporary or permanent arrangement.
- Ensure that you understand the impact of this arrangement on your pay and benefits:
 - To retain "employee" status, part-time employees must work no less than 1/3 of the regular government work week.
 - When a part-time employee works more hours than the amount established for Superannuation (Public Service Superannuation Act) purposes, the excess hours are not considered as pensionable service. If this occurs on a regular basis, the assigned work week should be changed to more accurately reflect the hours worked.
 - Employees working an average of 12 hours per work or more are eligible to contribute to a pension plan. The contribution rate remains the same as for full time contributors. However, the required pension contributions will be of a lesser amount due to the employee's reduced income and it will result in a smaller pension based on a reduced annual salary rate.
 - If the employee is currently a pension contributor, and is assigned to work less than 12 hours per week, pension contributions will be suspended. The employee's pension would be based on his/her pensionable service at the date of retirement.
 - Employees with an average of 12 hours per week or more are eligible for the Supplementary Death Benefit.
 - Employees working 1/3 or less of the normal weekly hours are not eligible to participate in the Dental Care Plan, Disability and Long Term Disability Insurance.
 - For Public Service Health Care Plan, there are no minimum assigned hours in order to be eligible.
 - Part-time employees are no longer entitled to statutory holidays but will receive 4.25% in lieu.
 - Leave will be pro-rated (vacation, sick, family related, personal and volunteer day).

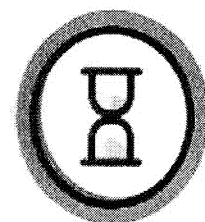


Please contact the Public Service Pay Center and the Pension Center for more information on the impact of part-time work on your benefits.

- Look at how part-time employment will affect your daily routines as well as your personal well-being (social, emotional, intellectual, physical and mental aspects).
- Discuss your interest in this AWA with your manager/supervisor.



- Complete the Alternative Work Arrangement Request and Agreement form and submit to your manager/supervisor for approval. Note that once the request has been submitted to your manager they will be unable to modify the information submitted and may return the request to you (electronically) for you to make the discussed amendment(s) and resubmit to them for subsequent approval.
- You are also required to send an email message to your manager providing the details of your proposed part-time schedule. This will be used to advise HR that there is a requirement to change your schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**



Review request:

You will receive an email notification when a request for an Alternative Work Arrangement has been submitted.

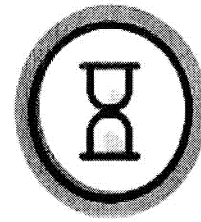
You can also expect to receive an email message from the employee providing the details of your proposed part-time schedule. This will be used to advise HR that there is a requirement to change the employee's schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**

Confirm that the following AWA conditions are met:

1. The arrangement supports your operational requirements: review considerations below.
2. The arrangement is voluntary on the part of employee.
3. It respects the terms and conditions of employment and the provisions of the relevant collective agreement.
4. If this is a result of a duty to accommodate request, ensure that you have consulted appropriately. In the NCR, please consult the Office of Disability Management for alternate procedure. Outside the NCR, please consult [Client Services](#).

Review request against operational requirements:

- Establish the impact the arrangement would have on productivity, such as:
 - Quality of work;
 - Timeliness of work to be performed (ability to meet deadlines, respond to inquiries etc);
 - Quality of service to clients;
 - Timeliness of service to clients.
- Consider the duties of the position: certain types of jobs are better suited to part-time work, and especially high volume concentrated activity/peak workload periods.
- Establish the impact the arrangement would have on team members: this should not result in additional work for other team members.
- Establish the impact the arrangement would have on the manager/supervisor: how does this arrangement require you to adjust? Will that be manageable for you?



Request is approved:

- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.
- Section 34 SWE manager ALSO MUST provide written acceptance/approval of the revised work schedule by email to your National Staffing Operations Team contact. This will be used by HR to change the employee's schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**
- The manager must also ensure that the employee's work schedule has been updated in Phoenix.

Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix

Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/

Request requires modification:

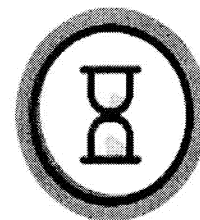
It is possible that, following discussions between the employee and manager/supervisor, some changes are required to the Alternative Work Arrangement Request and Agreement form. These changes must be completed by following these steps:

1. **Manager/supervisor:** Return the Alternative Work Arrangement Request and Agreement form to the employee by selecting "Requires Modification" option from the Status drop-down menu and selecting *Submit*.
2. **Employee: Make necessary updates to the Alternative Work Arrangement Request and Agreement form and select *Resubmit for manager / Envoyer à nouveau au gestionnaire*.**

Request is denied:

- Advise the employee of your decision, including an explanation of the operational requirements that have led to a determination that it is not feasible.
- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.

Making it Work



There are several strategies that a manager and employee can put in place to help support the successful implementation of a reduced hours of work schedule, such as:

- Making the proper adjustments to work objectives and work assignments in advance to reflect the part-time arrangement and ensure agreement is reached with all of the stakeholders.
- Ensure that work productivity expectations are adjusted; both employees and manager/supervisors might expect the same amount of work done in a full-time schedule to be completed in a part-time schedule. It is therefore important to agree on what is reasonable to be accomplished in a restricted timeframe.

Terminating/Amending a Reduced Hours of Work (Part-time) Arrangement

Step 1: Discuss Options

- All possible solutions should be discussed between the manager/supervisor and employee before terminating a part-time work arrangement.
- Employees should also be aware that the termination of one alternative work arrangement does not preclude them from exploring the use of another alternative work arrangement.

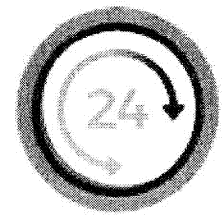
Step 2: Take Action

- The manager can terminate an existing AWA by submitting the Alternative Work Arrangement Request and Agreement form on behalf of the employee or the employee can submit it themselves.
- Section 34 SWE manager **ALSO MUST** provide written acceptance/approval of the revised work schedule by email to your National Staffing Operations Team contact. This will be used by HR to change the employee's schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**
- The manager must also ensure that the employee's work schedule has been updated in Phoenix.

Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix

Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/

Flexible Hours of Work



This is a work arrangement that allows employees to set the time period in which they will be completing their normal work day, provided they obtain the approval of their manager / supervisor and abide by their collective agreement. Collective agreements provide entitlements outlining this time period, for example, a range of time for the start of the workday, a range of time for the end of the work day, and a range of time for the meal period.

Examples of collective agreements that do not permit flexible hours of work include, but are not limited to, the following: Ship Repair (West) (SR (W)), Ship Repair (East) (SR (E)), FR, LI Groups and the SC Group.

Benefits

Flexible hours are an option that make it is possible to satisfy both the personal needs of the employee and the operational needs of the employer.

Manager/Supervisor's Perspective

Flexible hours of work may provide an opportunity for extending hours of service. Some employees may choose an early starting time, while others prefer a late finish time. Depending on the hours chosen*, supervisors/managers may be able to extend service hours. Improved morale, increased production, client satisfaction and a reduction in late arrivals and early departures can be other benefits realized by flexible hours of work.

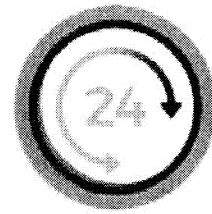
Employee's Perspective

A flexible hours of work arrangement enables employees to adjust their hours of work to meet their particular needs and/or preferences. It may facilitate transportation requirements as well as other personal arrangements and commitments.

Employees are also able to work at their personal peak production time. For example, if they are "morning people," they may prefer an early starting time.

*** Be aware that flexible hours should be consistent week-to-week; work hours must be discussed in advance with the manager / supervisor and should not be random according to the employee's daily preferences.**

Making it Happen

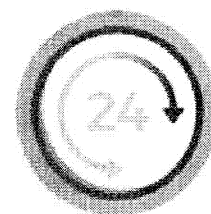


Review considerations before submitting an official request

- Consider how the arrangement will impact other workers and clients. Most times, flexible hours have little or no impact on others. If there is impact, discuss how to achieve maximum benefit for all involved.
- When in doubt as to the impact on collective agreements or terms and conditions of employment, discuss with your manager/supervisor.
- Propose a schedule that meets personal requirements.
- When selecting start and finish times and lunch period, carefully assess whether or not it will be feasible to follow this new schedule. A finish time of 1530 hours may seem attractive, but a 0730 hours start time with a 30 minute lunch break may not be the best choice for someone who struggles to get up in the morning and enjoys a good workout at lunch.
- Discuss your interest in this AWA with your manager/supervisor.



- Complete the Alternative Work Arrangement Request and Agreement form and submit to your manager/supervisor for approval. Note that once the request has been submitted to your manager they will be unable to modify the information submitted and may return the request to you (electronically) for you to make the discussed amendment(s) and resubmit to them for subsequent approval.



You will receive an email notification when a request for an Alternative Work Arrangement has been submitted.

Confirm that the following AWA conditions are met:

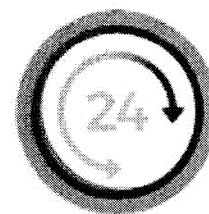
1. The arrangement supports your operational requirements.
2. The arrangement is voluntary on the part of employee.
3. It respects the terms and conditions of employment and the provisions of the relevant collective agreement. Should an employee request hours of work outside of those specified in their collective agreement, a manager should speak with Client Services prior to rendering a decision.
4. If this is a result of a duty to accommodate request, ensure that you have consulted appropriately. In the NCR, please consult the Office of Disability Management for alternate procedure. Outside the NCR, please consult Client Services.
5. Does not create additional work for other team members. Other team members should not be required to take on the tasks of employees, with the exception of emergencies.
6. Consider how the arrangement will impact other workers and clients. Most times, flexible hours have little or no impact on others; if there is impact, discuss how to achieve maximum benefit for all involved.



request is approved:

- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.
- The manager must also ensure that the employee's work schedule has been updated in Phoenix.

Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix
Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/



Request requires modification:

It is possible that, following discussions between the employee and manager/supervisor, some changes are required to the Alternative Work Arrangement Request and Agreement form. These changes must be completed by following these steps:

1. **Manager/supervisor:** Return the Alternative Work Arrangement Request and Agreement form to the employee by selecting "Requires Modification" option from the Status drop-down menu and selecting *Submit*.
2. **Employee: Make necessary updates to the** Alternative Work Arrangement Request and Agreement form and select *Resubmit for manager / Envoyer à nouveau au gestionnaire*.

Request is denied:

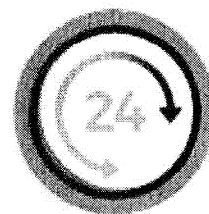
- Advise the employee of your decision, including an explanation of the operational requirements that have led to a determination that it is not feasible.
- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.

Making it Work

A successful flexible hours of work schedule must balance organizational and employee needs.

Adjustments may be required along the way, but once a schedule has been approved it must be respected. Employees should inform clients and colleagues of the new schedule to minimize disruption of service.

Terminating/Amending a Flexible Hours of Work (Part-time) Arrangement



Step 1: Discuss Options

- All possible solutions should be discussed between the manager/supervisor and employee before terminating a part-time work arrangement.
- Employees should also be aware that the termination of one alternative work arrangement does not preclude them from exploring the use of another alternative work arrangement.

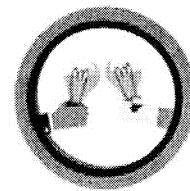
Step 2: Take Action

- The manager can terminate an existing AWA by submitting the Alternative Work Arrangement Request and Agreement form on behalf of the employee or the employee can submit it themselves.
- Section 34 SWE manager **ALSO MUST** provide written acceptance/approval of the revised work schedule by email to your National Staffing Operations Team contact. This will be used by HR to change the employee's schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**
- The manager must also ensure that the employee's work schedule has been updated in Phoenix.

Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix

Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/

Job Sharing



Job sharing involves two part-time employees sharing and carrying out the duties and function of the same job at different times during the normal work schedule.

Job sharing is a practical application of part-time employment. The rights and responsibilities that apply to part-time employment extend to job sharing.

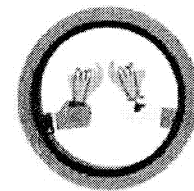
Benefits

Manager/Supervisor's Perspective

Job sharing can enable a manager/supervisor to maintain full-time production/service while employing part-time employees. This can also be an arrangement to facilitate a retirement transition and/or a knowledge transfer initiative.

Employee's Perspective

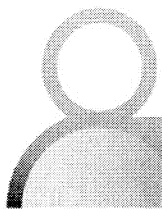
Job sharing allows an employee to work part-time in a situation where part-time employment is not normally an option (i.e. when the organization must maintain full-time production or services).



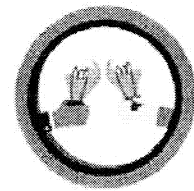
Review considerations before submitting an official request

If employees are considering job sharing, they should assess their attitudes and work habits and ask themselves:

- Can you effectively share a position with the person identified to job share with you (e.g. will you try to find a balance in the distribution of tasks, particularly those that are more demanding or less rewarding)?
- Am I flexible enough to adapt to sharing my workspace, files and computer?
- How will I handle possible conflicts with my job-sharing partner — differences in communication styles, work methods or work habits?
- Am I interested in and willing to work as a team member?
- Am I prepared to share credit and take responsibility for my mistakes?
- Am I committed to making the arrangement work?
- Am I willing to be flexible and make adjustments along the way?
- Do I have anyone in mind with whom I would like to job share?
- Ensure that you understand the impact of reducing your work hours on your pay and benefits:
 - To retain "employee" status, part-time employees must work no less than 1/3 of the regular government work week.
 - When a part-time employee works more hours than the amount established for Superannuation (Public Service Superannuation Act) purposes, the excess hours are not considered as pensionable service. If this occurs on a regular basis, the assigned work week should be changed to more accurately reflect the hours worked.
 - Employees working an average of 12 hours per work or more are eligible to contribute to a pension plan. The contribution rate remains the same as for full time contributors. However, the required pension contributions will be of a lesser amount due to the employee's reduced income and it will result in a smaller pension based on a reduced annual salary rate.
 - If the employee is currently a pension contributor, and is assigned to work less than 12 hours per week, pension contributions will be suspended. The employee's pension would be based on his/her pensionable service at the date of retirement.
 - Employees with an average of 12 hours per week or more are eligible for the Supplementary Death Benefit. Employees working 1/3 or less of the normal weekly hours are not eligible to participate in the Dental Care Plan, Disability and Long Term Disability Insurance.



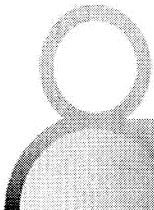
EMPLOYEE 1



- For Public Service Health Care Plan, there are no minimum assigned hours in order to be eligible.
- Employees are advised to contact Client Services to assess the impact of a change in employment status on pay and benefits.
- Part-time employees are no longer entitled to statutory holiday but will receive 4.25% in lieu.
- Leave will be pro-rated (vacation, sick, family related, personal and volunteer day).

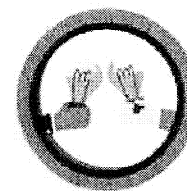
Please contact the Public Service Pay Center and the Pension Center for more information on the impact of part-time work on your benefits.

- Discuss your interest in this AWA with your manager/supervisor. Be prepared to discuss how you propose that the work between you and your job sharing partner will be delineated, for your manager/supervisor's consideration.



EMPLOYEE 2

- Complete the Alternative Work Arrangement Request and Agreement form and submit to your manager/supervisor for approval. Note that once the request has been submitted to your manager they will be unable to modify the information submitted and may return the request to you (electronically) for you to make the discussed amendment(s) and resubmit to them for subsequent approval.



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Feasibility of Job Sharing

Managers should determine the following:

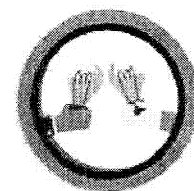
- Is there already an identified job sharer?
- Can a compatible match be found for job sharing? Consult [Client Services](#) for assistance.
- Do job sharers both possess the required skills, abilities and knowledge to perform the full range of duties of the job share position? (i.e. the distribution of work between job share parties must be established equitably).
- Review and discuss how the duties of each employee will be delineated with both job sharers and establish an agreed upon approach.
- Establish an approach to how the job sharers will communicate with each other.
- Have a plan in place to address the departure of one of the job sharers. Ensure that this approach is clear to both job sharers. For example: will you permit the continuation of part-time status of the remaining employee? Will a new match be identified? How much time is operationally feasible to identify another match or will this signal the end of this arrangement?

Expenses

It is important for managers/supervisors to note that one of the benefits of part-time employment—reduced salary costs—does not necessarily apply to job-sharing situations. Expenditures may in fact increase due to requirements for training or specialized office equipment for both job sharers.

Health and Safety

Accommodation requirements (e.g. desks, office space, and equipment) must be addressed for each of the job sharers.



Request is approved:

- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.
- Section 34 SWE manager ALSO MUST provide written acceptance/approval of the revised work schedule by email to your National Staffing Operations Team contact. This will be used by HR to change the employee's schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**
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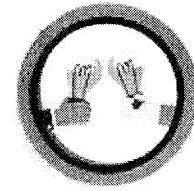
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3. **Manager/supervisor:** Return the Alternative Work Arrangement Request and Agreement form to the employee by selecting "Requires Modification" option from the Status drop-down menu and selecting *Submit*.
4. **Employee: Make necessary updates to the Alternative Work Arrangement Request and Agreement form and select *Resubmit for manager / Envoyer à nouveau au gestionnaire*.**

Request is denied:

- Advise the employee of your decision, including an explanation of the operational requirements that have led to a determination that it is not feasible.
- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.

Making it Work



- The Public Service Performance Agreement (PSPA) of employees utilizing the job sharing arrangement must reflect their respective duties within the scope of the arrangement.
- Attempt to resolve difficulties with job sharer directly, as they arise and identify solutions to the problems. If necessary, ask management for support.

Terminating/Amending a Job Sharing Arrangement

Step 1: Discuss Options

- All possible solutions should be discussed between the manager/supervisor and employee before terminating a job sharing.
- Employees should also be aware that the termination of one alternative work arrangement does not preclude them from exploring the use of another alternative work arrangement.

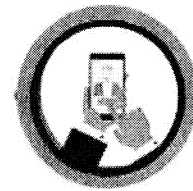
Step 2: Take Action

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- Section 34 SWE manager **ALSO MUST** provide written acceptance/approval of the revised work schedule by email to your National Staffing Operations Team contact. This will be used by HR to change the employee's schedule in GC HRMS 8.9 (PeopleSoft). **This is very important so as to not trigger overpayments.**
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Telework



Telework is an authorized work arrangement wherein employees work away from their official place of work for part or all of their regular work week, either on a structured (regular/formal) or an ad hoc basis. While in most cases employees work from their homes, another location may be chosen.

Unless it is a condition of employment, telework arrangements should not be viewed as a right by employees and are at the discretion of the manager/supervisor on a case-by-case basis. Persons employed are able to formally request alternative work arrangements and these requests should be supported where operationally feasible, while managing any risks associated with such arrangements.

Note that DND employees are not permitted to telework from public places, such as coffee shops, restaurants, etc.

Benefits

Telework has many benefits and implications for supervisors/managers and employees as well as the wider workforce and environment.

Manager/Supervisor's Perspective

Studies have revealed that telework results in increased productivity and improved employee morale.

Telework supports a "management by results" approach. This means establishing specific results-based objectives and monitoring the delivery of these objectives and the expected results.

It may create an expanded pool of workers who may not otherwise be available. For example, employees who might have difficulties commuting may continue to work and contribute to the organization.

Telework can help to reduce absenteeism by enabling employees to complete a partial day of work at home rather than be absent from work for a whole day. It may also allow an organization to attract and retain highly qualified workers who like the flexibility that telework provides. In terms of office accommodations, telework arrangements can provide short or long term solutions to lack of space, cubicles, or work

Employee's Perspective

Telework offers many advantages. One of the more significant advantages is the flexibility it may provide to coordinate work, family and personal responsibilities. This benefit may offer a greater sense of control over their lives and help alleviate stress.

Other benefits include reduced travel time and decreased costs related to transportation and meals.

Advantages for the Employee

- Less distractions from coworkers
- Can be used to accommodate employees with disabilities who may have difficulty leaving their homes
- More flexibility with the organization of daily tasks (better personal time management)
- Less lost hours due to traffic
- Savings in commuting costs
- Higher job satisfaction

areas. It can also offer a wider environmental benefit, reducing air pollution and congestion related to transportation issues.

Telework does not necessarily imply that the employee will work away from the office five (5) days a week, fifty-two (52) weeks a year. In most cases, a balance between hours worked at the telework location and at the office is to the mutual benefit of the manager/supervisor, the employee and the organization.

Advantages for the Organization¹

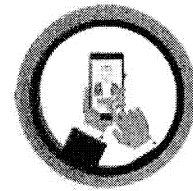
- Improved employee retention
- Often higher productivity
- Reduced absenteeism
- Savings on energy, office space requirements, maintenance and housekeeping
- Increase number of potential candidates for a job

Possible Disadvantages for the Organization²

- Difficulty contacting the employee
- Difficulty maintaining adequate communication between others (manager/supervisor, colleagues, clients)

Possible Disadvantages for the Employee³

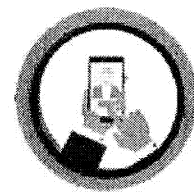
- Isolation
- Lack of separation between work and home
- More distractions from family
- Potential for excessive working hours
- Less awareness of changes happening in the organization
- Fear of being under-managed ("out of sight out of mind")



¹ Canadian Centre for Occupational Health and Safety

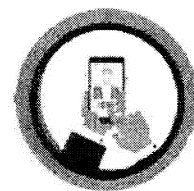
² Canadian Centre for Occupational Health and Safety

³ Canadian Centre for Occupational Health and Safety



Review considerations before submitting an official request

- Complete the [Employee Telework Considerations Tool](#) for assistance in determining whether this option is advantageous for you.
- Note that the Security Organization and Administration Standard indicates that telework is **not suitable** for employees working on laptops/tablets with information that is designated as extremely sensitive or classified as top secret (higher than Protected B) and any protected B information must be encrypted as per DWAN IS Security Orders. Managers have the discretion to deny a telework request on these grounds. For assistance in determining categorization of the information that you work with refer to the DGDS quick reference guide to the security of information: [Working with Sensitive Information](#).
- **Employees of DND are not permitted to telework from public places.**
- You are responsible for reviewing the following IT and Physical Security direction to ensure your understanding of employee obligations relating to the security of information and assets when working outside of a regular office environment:
 - [National Defence Orders and Directives \(NDSOD\) Chapters 5, 6, 7 and 11](#)
 - [Defence Wide Area Network \(DWAN\) Information Systems \(IS\) Security Orders](#)
 - [DAOD 6003 Series](#)
 - [ITSS-01, Portable Information Technology Devices](#)
- Verify whether there are any municipal zoning restrictions on telework for your proposed home office address.
- Ensure that you have completed the Mandatory Security Awareness Training A230
- Establish whether you can present yourself at the work office location upon the manager/supervisor's request, for training, team meetings or any other event that the manager/supervisor requires the employee to be present in person. If you are unable to do so, be prepared to discuss alternatives with your manager/supervisor.
- Discuss your interest in this AWA with your manager/supervisor.



- Complete Alternative Work Arrangement Request and Agreement form and submit to your manager/supervisor.

Additional MANDATORY step for employees requesting full-time telework arrangements (and recommended for part-time and/or ad hoc telework arrangements based on the discretion of the manager):

- Complete the Telework Expectations and Communication Agreement (DND 4423-E) form and send it, encrypted, to your manager, supervisor along with photos of your telework place.

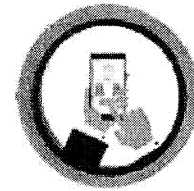


You will receive an email notification when a request for an Alternative Work Arrangement has been submitted. You may also receive a Telework Health / Safety / Security Checklist and Attestation (DND 4424-E) form and photos of the employee's telework place if the request is for a full-time telework arrangement or if you have requested in for part-time or ad hoc telework arrangements.

Confirm that the following AWA conditions are met:

1. The arrangement supports your operational requirements: review considerations below.
2. Be voluntary on the part of employee, unless it is a condition of employment.
3. Respects the terms and conditions of employment and the provisions of the relevant collective agreement.
4. Will not result in any additional costs other than those connected with initiation of the AWA.
5. The employee is currently meeting all performance expectations and the AWA is not expected to result in decreased output.
6. The employee is not being performance managed.
7. Manager/supervisor must determine that all the laptop/tablet can be obtained and will be sufficient to perform their functions and to ensure the security of information and assets.
8. Local IM/IT service provider has been consulted and laptop/tablet can be provided for the duration of the telework agreement.
9. Employee will not work with information that is designated as extremely sensitive or classified as top secret (higher than Protected B).
10. The employee agrees to present themselves to the workplace when required. If not possible, this has been discussed and an alternative plan has been established.

11. If this is a result of a duty to accommodate request, ensure that you have consulted appropriately. In the NCR, please consult the Office of Disability Management for alternate procedure. Outside the NCR, please consult Client Services.

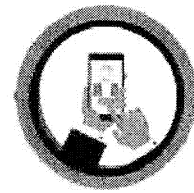


Review request against operational requirements

- It should be noted that not all positions lend themselves to telework, for example, employees working with heavy equipment.
- Examine the duties of the position, the frequency and type of interaction required with others and the type of information and assets in the employee's control.
- In consideration of the above, determine the likely impact of the telework arrangement on employee productivity, such as :
 - Quality of work;
 - Timeliness of work to be performed (ability to meet deadlines, respond to inquiries, etc.);
 - Quality of service to clients;
 - Timeliness of service to clients.
- Can these impacts be mitigated? How?
- Consider how the change in access to work tools such as fax, photocopier, library, information, other human resources (colleagues, service providers, clients, etc.) or assets could impact work. Can this be mitigated? If so how?
- Does this job readily lend itself to telework (e.g. jobs that require thinking and writing, research, data analysis, translating or computer programming)?
- How is work assigned to the employee? Can this be done remotely, using teleconference, videoconference or another system such as a log?
- How do you currently review the quality and timeliness of the employee's work? Can this be done remotely, such as through telephone debriefs, revision of completed work submitted by email or some other approach?
- Establish the likely impact the arrangement would have on other team members:
 - Communication: Is this arrangement feasible when considering how other team members work and communicate with each other?
 - Teamwork: Will this arrangement make it more difficult for team members to accomplish their work?
- Is the employee suited for telework? Suitable candidates normally have a proven track record in terms of performance. They are good communicators and planners, able to clearly set priorities and are results oriented, trustworthy and responsible. Telework suits employees who are autonomous and are comfortable working independently.
- Is the employee reliable and trustworthy?
- Establish impact the arrangement would have on you as a manager/supervisor. Managers/supervisors must be effective communicators, good planners, set clear objectives, tasks and expectations, be able to give effective guidance and performance feedback, and able to focus on results. Those supervisors/managers who prefer a more traditional approach to monitoring employee progress might have difficulty adjusting to telework situations but should consider the benefits of allowing this flexibility.

Expenses

The following list of expenses are the responsibility of the **employee**:



- Increased costs for heat, hydro, insurance, internet service and so on;
- Travel costs for the displacement between the telework locations and the employee's designated place of work;
- Expenses associated with setting up the telework place from a health and safety point of view, including fire extinguishers and first aid kit.

The following list of expenses are the responsibility of the **employer**:

- The provision of ergonomic office set-up and equipment at the telework location is subject to management's discretion and approval, on a case-by-case basis. Management is not required to provide these items and can negotiate them at the onset of the telework agreement period. Where approved, management is required to absorb all costs associated with agreed upon ergonomic provisions.
- Management is required to absorb all costs associated with agreed upon ergonomic provisions. For part-time telework employees requiring ergonomic set-up, this could include set-ups both at their office work location and their telework location.
- Work-related expenses such as long-distance phone charges and office supplies are subject to normal approval procedures and, once approved, are the responsibility of the employer.
- Reimbursement of expenses pre-approved by managers, as well as those related to initial set-up of telework space, are to follow the internal procedures established by the employee's organization.

Equipment

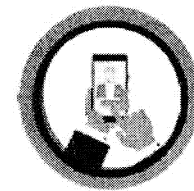
The Department or manager/supervisor is responsible for determining what equipment is required at the telework location for the duties to be performed. ADM (IM) is responsible for ensuring the provision and maintenance of the equipment required by the employee at the telework location. This does not include furniture, or office space.

In cases where special facilities or equipment are required for particular tasks and it is not feasible or cost-effective to provide them to the employee, the employee will come into the office on designated days. Managers/supervisors are not permitted to purchase IT equipment for their employees in situations where the equipment the employee requires to perform their work cannot be provided by their local IM/IT as per authorities established in DAOD 6002-9, Information Technology Asset Management.

Employees may be granted the use of their own equipment to telework. In these instances, the employees are responsible for the maintenance and repair of the equipment unless otherwise agreed to by the employer.

It is prohibited to connect any personal equipment/devices to any DND issued equipment (e.g. laptops/tablets, etc.) as per the Information Technology Security Standards (ITSS) and Annex D of DWAN Security Orders: <http://admim-smagi.mil.ca/en/security/policies-standards/index.page>

Where employees are granted use of their own equipment to telework the employee must be aware that all records created, maintained and distributed through their personal computer must be provided to their departmental ATIP coordinator upon request.



It is recommended that personal email accounts not be used and an alternate work email account be created for all work related communication.

Employees should be aware of the following responsibilities as outlined in the Access to Information Manual:

“Institutional policy guidance on employees’ responsibilities Institutions may develop and adopt policy guidance along the following lines:

“Information management: The employee is responsible for proper recordkeeping of electronic messages, including PIN-to-PIN and SMS messages that relate to an institutional matter and are of business value, as required by the Policy on Information Management and the Directive on Recordkeeping. Records are of business value when they are created or acquired because they enable and document decision-making in support of programs, services and ongoing operations, and support departmental reporting, performance and accountability requirements.

All other information created, received or transmitted via a wireless device that has no business value is considered a transitory record and should be deleted as soon as it is no longer required. However, if a transitory record that has not yet been disposed of is pertinent to a request made under the Access to Information Act, it falls under the Act and must be processed as part of the request.

Access to information: Electronic messages, including PIN-to-PIN and SMS messages that relate to an institutional matter and are of business value are records subject to the Access to Information Act. It is the responsibility of each user to retrieve electronic messages that are relevant to a request made under the Act and to provide them to the Access to Information and Privacy Office of his or her institution.”

Review request against health and safety considerations

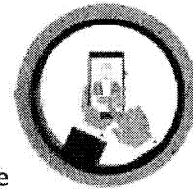
The Department of National Defence is responsible for providing a safe and healthy workplace for its employees. This responsibility applies to telework as well.

As the employer has no formal control over an employee's telework location (usually the home), employees are asked to voluntarily provide assurance to the manager/supervisor that the telework location is in compliance with the Canada Labour Code, its regulations, and the general Safety Program.

Under the Government Employees Compensation Act, public service employees who are injured in the course of their duties are to be compensated for their work-related illnesses or injuries. This is the case whether the illness or injury takes place at the employee's official workplace or at any other location where they are performing their work-related duties, including the employee's automobile, hotel room or home.

Ergonomics

As teleworking is a **voluntary** flexible work option which is originated by the employee and given that telework places such as employees' homes are not workplaces controlled by the employer, there is no requirement for the employer to pay to have an ergonomic assessment of an employee's telework place. Therefore an employee could ask for an assessment of his/her home workplace but it would be up to the discretion of the manager/supervisor to decide if or how an assessment would be carried out on a case by case basis.



If there are questions or concerns relating to ergonomics, manager/supervisors should communicate them up the Health and Safety Chain of Command: (Unit GSO, Base/Wing GSO, Formation GSO, Command/LI GSO, D Safe G).

If a manager/supervisor has approved an ergonomic assessment for the telework place and the results indicate that the employee requires special equipment, the employer is required to cover these expenses. Funds for ergonomic equipment or assessments are the responsibility of the employee's home unit.

Refer all questions relating to OHS and Ergonomics to your Health and Safety Chain of Command (Unit GSO, Base/Wing GSO, Formation GSO, Command/LI GSO, D Safe G).

Additional MANDATORY step for employees requesting full-time telework arrangements (and recommended for part-time and/or ad hoc telework arrangements at the discretion of the manager)

- Review the Health and Safety section of the Telework Health / Safety / Security Checklist and Attestation (DND 4424-E) form for completeness and compliance.
- Ensure that the employee has submitted the required photos of their home office space.
- Consult your unit Health and Safety Officer if any areas of concern are identified in either the form or photos submitted by the employee.

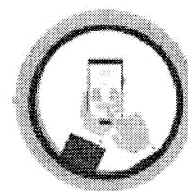
Review request against security requirements

Security is a priority for DND therefore employees must continue to safeguard any DND protected information, assets, and resources when working from home. They must continue to meet security requirements in accordance with DND's security policy instruments. In the event of security incidents, the incident may be investigated at the location of the offence.

For more information on working securely please refer to Director General Defence Security's guide to Working with Sensitive Information.

It is recognised that telework does not occur in an office environment as described in the National Defence Security Orders and Directives (NDSODs), however the security principles of the NSODs must continue to be respected. These include:

- a. The protection of Crown assets and information (equipment/documentation);
- b. Applying the need to know principle;
- c. Access by DND authorized personnel only; and
- d. Not operated from a public zone (i.e. coffee shop, restaurants, etc.)**



Additional MANDATORY step for employees requesting full-time telework arrangements (and recommended for part-time and/or ad hoc telework arrangements at the discretion of the manager):

Review the security section of the Telework Health / Safety / Security Checklist and Attestation (DND 4424-E) form for completeness.



Request is approved:

- Complete manager's section of the Alternative Work Arrangement Request and Agreement form and *Submit*.
- The manager must also ensure that the employee's work schedule has been updated in Phoenix.

Civilian Manager/supervisors: Make any adjustments to work schedules directly in Phoenix

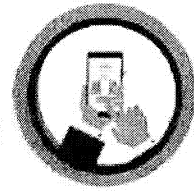
Military Manager/supervisors: Submit changes to the employee's schedule in Phoenix to the Compensation Enquiry System (CES): http://cces-srrs.forces.mil.ca/CES_decoupled/

Additional MANDATORY step for employees requesting full-time telework arrangements (and recommended for part-time and/or ad hoc telework arrangements at the discretion of the manager):

- Complete the Telework Expectations and Communication Agreement (DND 4423-E) with the employee and submit it with the Telework Health / Safety / Security Checklist and Attestation (DND 4424-E) form and employee telework place photos, **encrypted**, to: ++Alternate Work Arrangements(AWA) - Régimes de travail de rechange(RTR)@ADM(HR-Civ) DGWM@Ottawa-Hull
- Ensure that both the employee and manager/supervisor retain copies of the Alternative Work Arrangement Request and Agreement form as well as the Telework Expectations and Communication Agreement (DND 4423-E) form and Telework Health / Safety / Security Checklist and Attestation (DND 4424-E).

Request requires modification:

It is possible that, following discussions between the employee and manager/supervisor, some changes are required to the Alternative Work Arrangement Request and Agreement form. These changes must be completed by following these steps:



1. **Manager/supervisor:** Return the Alternative Work Arrangement Request and Agreement form to the employee by selecting "Requires Modification" option from the Status drop-down menu and selecting *Submit*.
2. **Employee: Make necessary updates to the** Alternative Work Arrangement Request and Agreement form and select *Resubmit for manager / Envoyer à nouveau au gestionnaire*.

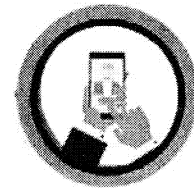
Request is denied:

- Advise the employee of your decision, including an explanation of the operational requirements that have led to a determination that it is not feasible.
- Complete managers section of the Alternative Work Arrangement Request and Agreement form and *Submit*.

Making it Work

- Ensure that the employee has the information required to set-up their home work space appropriately, for example:
 - [DND/CF Guide to Office Ergonomics](#)
 - [A DND/CF Back Injury Prevention Guide](#)
 - [Quick reference to adjusting your workstation](#)
 - [Evaluate your workstation](#)
 - [Easy exercises you can do in your office](#)
- Arrangements must be made to ensure that effective communication is maintained between the manager/supervisor and employee.
- Where possible, supervisors/managers and team members should consider teleconferencing or videoconferencing with the employee to ensure his/her participation in meetings.
- Where a [Telework Expectations and Communication Agreement \(DND 4423-E\)](#) is in place it should be used to guide and direct the way in which the employee and management work and communicate as well as the determine the on-going feasibility of the arrangement.
- There should be an agreed upon trial period at the outset of any telework arrangement. The supervisor/manager should review the arrangement for success with the employee at the end of this trial period and on an on-going basis.
- Telework requests of all types should be reviewed on a yearly basis, at a minimum, and renewals should be submitted via the [Alternative Work Arrangement Request and Agreement](#) form.

Terminating/Amending a Telework Arrangement



Step 1: Discuss Options

- All possible solutions should be discussed between the manager/supervisor and employee before terminating a telework arrangement.
- Employees should also be aware that the termination of one alternative work arrangement does not preclude them from exploring the use of another alternative work arrangement.

Step 2: Take Action

- The manager can terminate an existing AWA by submitting the Alternative Work Arrangement Request and Agreement form on behalf of the employee or the employee can submit it themselves.

Leave Options Associated with AWAs

A number of leave options are available to employees to complement or support their Alternative Work Arrangements. For more information, refer to the references below:

Civilian Compensation Leave webpage: <http://hrciv-rhciv.mil.ca/en/e-compensation-leave.page>

[Public Service Pay Center](#)

Review your respective Collective Agreement

Refer to the Treasury Board Secretariat site: <http://publiservice.tbs-sct.gc.ca/hr-rh/eel-doec/index-eng.asp>

Employee Telework Considerations Tool

(An optional tool for employees to determine whether a telework arrangement could work for them)

The following checklist can be used by employees to ensure that they review all relevant considerations relating to adopting a telework arrangement and will assist in determining whether it is a viable option for them.

FEASIBILITY OF TELEWORK		Verified
There are no municipal zoning restrictions that would prevent me from teleworking.		
I do not work with information that is designated as extremely sensitive or classified as top secret. Note that the <i>Security Organization and Administration Standard</i> indicates that telework is not suitable for employees working with information that is designated as extremely sensitive or classified as top secret. Managers have the discretion to deny a telework request on these grounds. For assistance in determining categorization of the information that you work with refer to the DGDS quick reference guide to the security of information: Working with Sensitive Information .		
My residence will be able to accommodate the security requirements such as a cabinet.		
I can ensure that DND/CAF information Assets and resources will be secured and protected from unauthorized access at all times.		
EMPLOYEE SUITABILITY	Yes	No
I enjoy working independently.		
I am comfortable prioritizing my own work.		
I am able to set my own goals to effectively achieve results.		
COSTS	Yes	No
There are expected savings on food and clothing expenses as a result of the arrangement.		
I will be in proximity of stores, banking and other services.		
I can absorb any increase in heat and hydro costs, need for telephone line, internet service, electrical outlet(s), comfortable desk, chair, lighting, bookshelves, storage space. NOTE: Employees are responsible for any increased costs for heat, hydro and so on. Work-related expenses such as long-distance phone charges and supplies are subject to normal approval procedures and, <u>once approved</u>, are the responsibility of the employer. Travel costs for the displacement between the telework locations and the employee's designated place of work are the employee's responsibility.		
I can absorb any costs of fixing up work area to ensure it is practical and pleasant.		

I can absorb any additional insurance costs, compliance with any applicable by-laws (ex. required smoke detectors, etc.).		
Are there any additional tax-deductible expenses.		
Are there any savings gained through flexible work schedule (e.g. reduced transportation costs).		
WORK ENVIRONMENT:	Yes	No
The telework arrangement is expected to result in greater availability for family obligations such as childcare, children's lunches and return from school, care of elderly relatives.		
The telework arrangement is not expected to result in disturbances as a result of family obligations such as childcare, children's lunches and return from school, care of elderly relatives.		
The telework arrangement is expected to results in reduced stress.		
The telework arrangement is expected to provide better balance between work and personal responsibilities.		
The telework arrangement is expected to provide a more relaxed workplace with more suitable working hours, flexibility, peace and quiet or isolation, monotony, distraction and confinement.		
Consider whether the telework arrangement will result in greater isolation, monotony, distraction and confinement.		
The telework arrangement is not expected to negatively affect work-related interaction with colleagues, supervisor and/or manager.		
The telework arrangement is not expected to negatively affect social aspects, such as cooperation/work-sharing and interaction with colleagues.		
I can be responsible for protecting equipment and keeping information secure.		
Consider whether reduced access to central services such as human resources, counselling, administration, etc. will have a negative impact on me or my work.		
Consider whether access to support (administrative or professional staff, computer support, etc.) will have a negative impact on me or my work.		
I will be able access to work tools, such as reference books/manuals, photocopiers, etc. when needed.		
I will be accessible and available in cases of emergencies, special projects, meetings or recall to office.		
PERFORMANCE:	Yes	No
Consider whether telework will impact the establishment of work objectives, performance evaluation and supervision.		

CAREER	Yes	No
Consider whether the telework arrangement will have a long-term impact on career opportunities (e.g. loss of work contacts, professional network, and visibility due to isolation), keeping informed of staffing processes, etc.		
OTHER FACTORS		

References

Canada Labour Code
Canadian Human Rights Act
Government Employee Compensation Act
Performance Review and Employee Appraisal (Treasury Board Policy)
Public Service Staff Relations Act
Relevant collective agreements
Relocation Directive (Treasury Board)
Security Policy (Treasury Board)
Terms and Conditions of Employment (Treasury Board Policy)
Travel Directive (Treasury Board)
Use of Electronic Networks (Treasury Board Policy)
Hours of Work for Civilian Employees
Treasury Board Telework Policy
National Defence Orders and Directives (NDSOD) Chapters 5, 6, 7 and 11
Defence Wide Area Network (DWAN) Information Systems (IS) Security Orders
DAOD 6003 Series
ITSS-01, Portable Information Technology Devices
Canada Labour Code, Part II and associated Regulations
National Joint Council Occupational Health and Safety Directive

Burke, Julie

From: Keir, Jennifer on behalf of Thibodeau, MarcR (HRB-HQ)
Sent: November 22, 2018 03:55 PM
To: Burke, Julie
Cc: Allard, Myriam
Subject: FYA - FW: Telework Policy

Hi Julie,
Could you please get in touch with Genevieve to discuss?
Jennifer Keir
613-948-9833

From: Binet, Geneviève
Sent: November 19, 2018 3:32 PM
To: Thibodeau, MarcR (HRB-HQ)
Subject: Telework Policy

Bonjour Marc,
I know that the development of a Telework Policy is a priority for the Agency and HRB. Some time ago, I believe had engaged Dan Tremblay with regards to the provision of tools that would be required to support this approach. I don't recall the approach being discussed amongst corporate branch DGs, with regards to employee non-technical needs, etc. Will we be engaged on this in the near future, possibly at a One HR meeting or through another forum? My VP is asking me about where we are at in terms of engagement on this issue.

Merci,

Geneviève Binet

Director General | Directrice générale
Business, Corporate Projects and Portfolio Management Directorate | Direction des affaires, des projets corporatifs et de la gestion du portefeuille
Information, Science and Technology Branch | Direction générale de l'information, des sciences et de la technologie
Canada Border Services Agency | Agence des services frontaliers du Canada
Tel (343) 291-7733
Cell ()
PIN ()
Genevieve.Binet@cbsa-asfc.gc.ca

Burke, Julie

From: Burke, Julie
Sent: November 29, 2018 04:41 PM
To: Gualtieri, Francesca; Fodor, Dana; Mullin-Baker, Patricia
Subject: FW: Telework
Attachments: NEW Telework Agreement_ENGLISH - Section removed .doc; CBSA-ATIP Telework Agreement EN.DOC; Telework Guidelines -IISD.DOCX

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Thibodeau, MarcR (HRB-HQ)
Sent: October 31, 2018 3:32 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: FW: Telework

From: Lukca, Michael
Sent: August 28, 2018 10:54 AM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>; Tremblay, Daniel <Daniel.Tremblay@cbsa-asfc.gc.ca>
Cc: Lessard, Pierre <Pierre.Lessard@cbsa-asfc.gc.ca>
Subject: Telework

Marc, Daniel, as identified during our teleconference please be advised that we have telework being performed here at SPSPD. We have no specifics or agreements in place at this time but are working on them. I was also informed that telework is being performed in ATIP.

Attached for your review, you will find examples of agreements and guideline relating to telework.

Please advise if you require an additional information.

Mike

Michael S. Lukca
Director, Security and Professional Integrity Programs Division / Comptrollership Branch

Canada Border Services Agency / Government of Canada

Michael.Lukca@cbsa-asfc.gc.ca / Tel.: 343-291-7727 / TTY: 866-335-3237

Directeur, Division des programmes de sécurité et d'intégrité professionnelle / Direction Générale du contrôle

Agence des services frontaliers du Canada / Gouvernement du Canada

Michael.Lukca@cbsa-asfc.gc.ca / Tél. : 343-291-7727 / ATS : 866-335-3237

TELEWORK AGREEMENT

A. Teleworking employee:

Name:	Group / Level:
Job Title:	
Division: Access to Information and Privacy Division	
Branch / Region: CAB – Corp Sec - ATIP	
PRI:	Year

B. Work Location:

Designated Workplace: 333 North River Road, Tower A, 14 th floor
Telework place:
Tel. No.:

C. Manager (supervisor):

Name:
Job Title:

This Telework Agreement is between the Canada Border Services (CBSA) represented by _____ (Manager's name"), and _____ (employee's).

The employee and the CBSA hereby agree to the following conditions:

1. The employee and the manager have agreed, that the employee will work in a telework arrangement to perform their duties at the telework place (address identified above).
2. The employee will work from the telework place, as per the schedule established by his or her manager.
3. The employee's scheduled telework hours will be the same as their regular offices hours of work and overtime work is to be authorized in advance by the Manager.

- 2 -

4. The manager and the employee will be in contact on a regular basis and will, when necessary, meet at the designated workplace to review the work of the employee, to assign work and to review priorities.
5. During the term of this *Agreement*, the employee agrees to be accessible to clients, colleagues and management and may be required to report to the designated workplace at his or her expense, with reasonable notice.
6. Any meeting with a client will take place at the designated workplace or at the client's workplace (not the telework place). All applicable correspondence and mail, except electronic communication (if applicable) will be retrieved by the employee at the designated workplace, as required.
7. The employee will observe all applicable legislation, policies and guidelines.
8. This Telework Agreement does not supersede relevant legislation, collective agreements, policies and guidelines which govern this *Agreement*.

Telework place and materiel

9. The employee declares that his or her telework place is a suitable working environment, conforms to municipal zoning regulations and is adequately insured. The employee will notify the manager (supervisor) in the event of a move and if any of these requirements are no longer being met.
10. The employee is responsible for any overhead, maintenance and other incidental costs associated with the use of the telework place, i.e. insurance, heat, hydro, etc. Any office furniture is to be provided by the employee, i.e. desk, chair, computer table, etc.
11. The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of materiel including the limited personal use of CBSA electronic networks (*Policy on the Use of Electronic Networks*) and to take all reasonable care to protect and safeguard any materiel being used at the telework place.
12. The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee's performance of his or her duties at the telework place.

.../3

Health and Safety

13. The manager has ensured that the employee has been provided with information on how to establish a healthy and safe work environment and any questions and concerns raised by the employee have been answered and dealt with to his or her satisfaction.
14. The employee declares that the telework place meets the health and safety requirements of the *Canada Labour Code, Part II* and its *Regulations*, as described in the *Health and Safety Inspection* checklist appended to this Telework Agreement.
15. The employee will immediately notify the manager if the requirement described in *paragraph 14* is no longer being met or that the employee suspects is no longer being met.

Security

16. If there are any security requirements at the telework place due to the nature of the work, the manager has ensured conformity to them as described in the *Security Inspection* checklist appended to this Telework Agreement.
17. The employee agrees to review and comply with Treasury Board Security Policy, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.
18. The employee will immediately notify the manager of any breach of security involving CBSA information and/or assets.

Review and modification of the Agreement

19. The Telework Agreement is subject to periodic review. The manager and the employee shall review the telework arrangement together periodically and at least twice a year for conformity to this *Agreement*.
20. This Telework Agreement may be altered by mutual agreement between the manager and the employee. The manager may also at his or her discretion alter the *Agreement* without notice.
21. The Telework Agreement may be terminated by the employee or the manager in writing with reasonable notice. An exception to this requirement may be made in an urgent situation at the discretion of the manager.

- 4 -

22. This Telework Agreement terminates automatically on December 31 of each calendar year or earlier if:

- a) the employee's duties or responsibilities change, e.g. due to a promotion, transfer, developmental assignment, reorganization, etc.;
- b) the employee fails to fully meet job performance expectations;
- c) the employee fails to adhere to this *Telework Agreement* or to established policies, rules and procedures;
- d) there is a breach in security; or
- e) the employee's employment with the CBSA terminates.

23. This Agreement is valid from _____ to December 31st, _____.

Employee

Date

Manager

Date

Note: Once the Telework Agreement has been duly signed, the manager appends a copy of the following documents to this Agreement:

The manager shall keep a copy of these documents and provide copies to the employee, and Human Resources for the employee's personnel file.



TELEWORK AGREEMENT

Pre-Requirements for Teleworkers

Subject to management approval and when operational requirements permit, the telework option is available to employees:

- who have completed the period of formal and/or on the job training required to be fully functional with limited supervision;
- who demonstrates a high degree of self-discipline and the strong work habits required to ensure operational requirements and effectiveness are not compromised;
- who have demonstrated consistent performance, both qualitative and quantitative, that meets the performance expectations as set out in the employee's expectation agreements, or, based on managerial discretion;
- who consistently demonstrates, with minimal supervision and direction, appropriate emphasis and focus on Section, Directorate and Branch goals and priorities;
- who takes the necessary steps to ensure that the level of service provided to clients remains high and is not materially affected by the telework arrangement, and
- who proactively takes the necessary steps to make and facilitate the necessary arrangements with the respective manager to ensure adherence with all the requirements below and who demonstrates the flexibility and cooperativeness required by a telework agreement.

A. Teleworking employee:

Name:	Group / Level:
Job Title:	
Division: Access to Information and Privacy Division	
Branch / Region: Corporate Affairs Branch	
PRI:	Year:

B. Work Location:

Designated Workplace: 333 North River Road, Tower A, 14 th floor
Telework place:
Tel. No.:
Emergency contact (see <i>Appendix A</i>, Emergency Procedures):

C. Manager (supervisor):

Name:
Job Title: Manager, Access to Information and Privacy Division

This *Telework Agreement* ("the *Agreement*") is between the Canada Border Services (CBSA) represented by _____ (the "Manager"), and XXX (the "employee").

The employee and the CBSA hereby agree to the following conditions:

1. The employee and the Manager have agreed that the employee will work in a telework arrangement to perform their duties at the telework place (described above).
2. The employee will work from the telework place, as per the schedule established by management.

3. The employee's scheduled telework hours will be the same as the regular offices hours and overtime work is to be authorized in advance by the Manager.
4. If the employee is absent on a scheduled telework day, the employee will notify the Manager before the start of their regular working hours.
5. On the day prior to taking a leave of absence/compressed day (ADDO) and on the first day of work after a leave of absence/ADDO, the employee will report to the designated workplace, even if he/she may be scheduled for a telework day. In addition, an employee scheduled to attend training, or, other work related event will report to the designated workplace on the day prior to attending the training or event, and on the first day after returning from the training, event even if he/she may be scheduled for a telework day.

Any variance to these provisions must be authorised in advance by the Manager.

6. In the event that that employee cannot work on his/her scheduled telework day due to illness or any other type of leave, the employee will resume telework arrangement on the next scheduled telework day: scheduled telework days are not transferable.
7. During the term of this *Agreement*, the employee agrees to be accessible to clients, colleagues and management in order to provide the same level of service as provided at the designated workplace. The employee may be required to report to the designated workplace to review the work of the employee, to assign work and to review priorities at his/her expense, within two hours of being given notice by the Manager.
8. The employee is required to attend and participate to all scheduled meetings via teleconference call. Such meetings are: Production meeting, Weekly Upcoming meeting, Friday Issues Management Call/Weekly Look Ahead as well as any urgent meetings that may arise for which the employee's attendance is required.
9. Any meeting with a client will take place at the designated workplace or at the client's workplace (not the telework place). All applicable correspondence and mail, except electronic communication (if applicable) will be retrieved by the employee at the designated workplace, as required.
10. The employee will observe all applicable CBSA legislation, policies and guidelines.
11. This *Agreement* does not supersede relevant legislation, collective agreements, policies and guidelines which govern this *Agreement*.

TELEWORK PLACE AND MATERIEL

12. The employee declares that his or her telework place is a suitable working environment, conforms to municipal zoning regulations and is adequately insured.
The employee will notify the Manager in the event of a move and if any of these requirements are no longer being met.
13. The employee is responsible for any overhead, maintenance and other incidental costs associated with the use of the telework place, i.e. insurance, heat, hydro, etc.
14. Office furniture is to be provided by the employee, i.e. desk, chair, computer table, etc.
15. The employee is responsible for arranging IT technical support for the installation, maintenance, repair and recovery of the materiel provided by the employer. Where equipment is not functioning, the employee will report to the designated workplace. Discretion may be exercised by the employer.
16. The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of materiel including the limited personal use of CBSA electronic networks (*Policy on the Use of Electronic Networks*) and to take all reasonable care to protect and safeguard any materiel being used at the telework place in accordance with Agency security standards.
17. The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee's performance of his or her duties at the telework place.
18. At the termination of this *Agreement* (and unless it is renewed), the employee is to return to the CBSA, all materiel provided to him or her.

HEALTH AND SAFETY

19. The Manager has ensured that the employee has been provided with information on how to establish a healthy and safe work environment and any questions and concerns raised by the employee have been answered and dealt with to his satisfaction.
20. The employee declares that the telework place meets the health and safety requirements of the *Canada Labour Code, Part II* and its *Regulations*, as described in the *Health and Safety Inspection* checklist appended to this *Agreement* (*Appendix A*).

21. The employee will immediately notify the Manager if the requirement described in *paragraph 20* is no longer being met or that the employee suspects is no longer being met.

SECURITY

22. The employee agrees to allow, with a 24 hour notice, a CBSA representative identified by the Manager access to the telework place to ensure the telework place meets security requirements.
23. The employee agrees to review and comply with CBSA and Treasury Board Security Policy, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.
24. The employee will immediately notify the manager of any breach of security involving CBSA information and/or assets.

REVIEW AND MODIFICATION OF THE AGREEMENT

25. The *Agreement* is subject to review by the Manager at least once every 12 months.
26. The Manager may, at their discretion, alter or cancel the *Agreement* without notice. He may also alter or cancel the *Agreement* at any time and without notice due to urgent operational requirements.
27. This *Agreement* terminates automatically at its end date or earlier, when:
- a) The employee's duties or responsibilities change, e.g. due to a promotion, transfer, developmental assignment, reorganization;
 - b) the employee fails to fully meet job performance expectations;
 - c) there is a security incident;
 - d) the employee's employment with the CBSA terminates or;
 - e) the employee fails to adhere to this Telework Agreement or to established policies, rules and procedures.

28. This *Agreement* is valid from _____ to December 31st, _____.

Employee

Date

Manager

Date

Note: *Once the Telework Agreement has been duly signed, the manager appends a copy of the following document to this Agreement:*

Appendix A – Health and Safety Inspection

The manager shall keep a copy of these documents and provide copies to the employee and Human Resources for the employee's personnel file.

APPENDIX A – HEALTH AND SAFETY INSPECTION

A home office should meet the same health and safety standards as those at the regular workplace. This checklist is provided to you, the teleworking employee, to enable you to inspect your telework place to determine if it is a safe and healthy work environment. Please indicate if the following requirements have been met, i.e. “yes”, “no”. If you wish, you may request that the CBSA conduct the inspection on your behalf.

Note: *The Canada Labour Code, Part II, section 143.2 states that “No person who carries out a duty under this Part shall enter a work place that is situated in an employee’s residence without the employee’s permission.”*

HOME OFFICE HEALTH AND SAFETY

HOME OFFICE ENVIRONMENT

- ✓ My desk, chair and other accessories are suitable to my needs.
- ✓ The computer furniture, shelves, cabinets and bookcases are sturdy and properly installed (i.e. anchored to wall where necessary).
- ✓ My workstation is adjusted properly. My desk, chair, computer monitor and keyboard are at the appropriate heights and adjustments (e.g. head and wrists are in a neutral position).
- ✓ I am aware of how to prevent musculo-skeletal injuries (e.g. take breaks to prevent extended hours of repeated motions or of being in the same body position).
- ✓ The lighting is properly arranged and appropriate for my work (e.g. there are no reflections on or glare from the computer monitor).
- ✓ I have control over levels of ventilation, temperature, light and sound.
- ✓ I have made sure that there are no tripping hazards such as frayed or wrinkled carpets or obstructed halls, walkways or entries and that any guardrails are properly installed.

ELECTRICAL SAFETY

- ✓ Any extension cords are in good condition and positioned properly.
- ✓ There are no cords and cables causing a tripping hazard.
- ✓ Outlets are grounded and not overloaded.
- ✓ Outlet covers are safe and not in need of repair.
- ✓ There is surge protection for electrical equipment.
- ✓ There is sufficient ventilation for electrical equipment.

FIRE PROTECTION

- ✓ There is a smoke detector in close proximity to my work station. I will regularly check to ensure it is in proper working condition.
- ✓ Paper materials and any chemicals are stored safely away from all heat sources.
- ✓ Any hazardous product is properly stored away to prevent accidental exposure
- ✓ I have complied with prescribed standards relating to fire safety and emergency measures.

EMERGENCY PROCEDURES

- ✓ An evacuation plan has been established.
- ✓ The first aid supplies are adequate
- ✓ Emergency contact numbers are posted near the telephone
- ✓ A periodic office contact schedule has been established
- ✓ My office contact knows how to reach someone near me in the event of an emergency.
- ✓ I am aware that I must immediately report any accident or injury to my supervisor.

OTHER HAZARDS

Any other health and safety hazards have been taken care of (please specify below):

Note: Additional information on Health and Safety issues may be found on InfoZone at:

<http://infozone.rc.gc.ca/english/r2732472/ohs/index.asp>

Teleworking Guidelines

IISD

In addition to Treasury Board Policy which should be read and understood by all teleworking participants (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12559>), the following is a quick reference tool to ensure telework arrangements within IISD are aligned and adhered to. Some flexibility may be accorded with the agreement of your manager.

Scheduling telework arrangement

- Employees are to pre-arrange telework days with their supervisor and if not specifically scheduled in their telework arrangement then at least 24 hours in advance;
- A periodic contact schedule should be established with your supervisor;
- Employees should advise their managers when connected and when disconnecting;
- Maintaining regular communication will ensure that teleworking employees are engaged with their colleagues and in their work.
- Telework employees should adhere to the agreed-upon time schedule;
- Employees should be encouraged to work from designated workplace to conduct business with teleworking employees in the same manner that they do with other employees/colleagues who also work in other locations;

Assessing Candidate for teleworking agreement

- Has a history of reliable and responsible performance (that is succeeds) with a proven track record;
- Has a full understanding of the operations of the organization and the required knowledge to perform the job at an alternative work site;
- Is self-motivated, can work independently;
- Is trustworthy;
- Is able to establish priorities and manage his/her own time.

Understanding teleworking agreement

- Must be able to measure the employee's performance (loss of output / increase in productivity);
- Telework arrangements are voluntary and can be terminated by either party;
- Employees who are teleworking continue to be subject to the applicable collective agreement and the terms and conditions of employment;

- **Tips on home office ergonomics:**

- I have set up my home office using the principles explained in the Ergonomics at work guide
- My chair is adjustable and fits my ergonomic needs
- I make efforts to work in a neutral and supportive position with proper posture
- To minimize strain, I perform regular stretching exercise throughout the day

Telework not a substitute for child or elder care

Teleworking is not intended to be combined with the full-time care of young children or elders. If extended periods of time are required for care of family members, a reduced work schedule should be considered. While telework does not replace child care, it reduces commuting time, thereby allowing more freedom to co-ordinate family activities.

Burke, Julie

From: Burke, Julie
Sent: November 29, 2018 04:41 PM
To: Gualtieri, Francesca; Fodor, Dana; Mullin-Baker, Patricia
Subject: FW: DRAFT - Telework at the CBSA.pptx
Attachments: DRAFT - Telework at the CBSA.pptx

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Thibodeau, MarcR (HRB-HQ)
Sent: October 31, 2018 3:35 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: DRAFT - Telework at the CBSA.pptx



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Telework at the Canada Border Services Agency

Executive Committee

Workplace Management, Wellness and
Compensation Directorate



PROTECTION • SERVICE • INTEGRITY

Canada



Purpose

- To provide an overview of the Treasury Board Secretariat *Telework Policy* and how it can be managed and approved within the Canada Border Services Agency's context.



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at alternative locations, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Authority

- The approval of each telework request shall be made on a case-by-case basis at the discretion of delegated managers, pursuant to section 1(a).03 of the *Delegated Authority for Operational Labour Relations and Compensation Matters*



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer.

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Terms and Conditions

- **The delegated manager has the discretion to determine the maximum number of days per week the employee will be teleworking.**
- **Telework can be combined with other flexible work arrangements (i.e. variable schedule, compressed work week).**
- **Telework is a privilege and the agreement can be terminated at any time, with reasonable notice, by either party.**



State of Readiness

PROTECTION • SERVICE • INTEGRITY



QUESTIONS



PROTECTION • SERVICE • INTEGRITY

Unfortunately, the CAS does not track telework. Let me know if you would like the regions to manually validate the number of current/active telework cases for this purpose.

Area of Responsibility	Region	DG's	Compressed	Total
President's Office			2	2
IA&PE		Claudette Blair	5	5
CARM			1	1
HRB		France Guèvremont	2	143
		Keren Hawkins	69	
		Marc Thibodeau	21	
		Réa MacKay	50	
		Melani Bejder	1	
Comptrollership		Jimmy Fecteau	45	72
		Gibby Armstrong	8	
		Charles Chenard	8	
		Pierre Lessard	10	
		Scott Taymun	1	
Programs		Charles Slowey	72	230
		Andrew Lawrence	36	
		Talal Dakalbab	14	
		Jennifer Lutfallah	40	
		Doug Band	68	
ISTB		Dave Beach	78	330
		Kelly Bélanger	36	
		Daniel Tremblay	87	
		Phil Lightfoot	31	
		Geneviève Binet	12	
		Gino Lechasseur	23	
		Franco Germano	61	
		CARM	2	
Corporate Affairs		VPO	2	79
		Robert Mundie	25	
		Erika-Kirsten Easton	3	
		Natasha Alimohamed	41	
		Berdj Gerikyan	8	
Operations	Atlantic	Chris Lorenz	35	35
	Quebec	Patrick Lefort	340	340
	NOR	Shawn Hoag	45	45
	GTA	Lisa Janes	321	321
	SOR	Rick Comerford	106	106
	PRA	Nina Patel	208	208
	PAC	Roslyn MacVicar	402	402
	NHQ	Talal Dakalbab	9	143
		Paul Porrior	59	
		Andrew LeFrank	34	
		Lisa Janes	41	

Thanks,

Francesca Gualtieri

Senior Advisor, Labour Relations Program, Human Resources Branch
Canada Border Services Agency / Government of Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NEW Tel: 613-946-4288

Conseillère principale, Programme des relations de travail, Direction générale des ressources humaines

Agence des services frontaliers du Canada / Gouvernement du Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NOUVEAU Tél. : 613-946-4288

From: Burke, Julie
Sent: June 28, 2018 11:08 AM
To: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>
Cc: Mullin-Baker, Patricia <Patricia.Mullin-Baker@cbsa-asfc.gc.ca>
Subject: RE: AWA

Regions as well

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Gualtieri, Francesca
Sent: June 28, 2018 10:52 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Mullin-Baker, Patricia <Patricia.Mullin-Baker@cbsa-asfc.gc.ca>
Subject: RE: AWA

Hi Julie,

Do you only need this information for NHQ or for all regions?

Thanks,
Francesca

From: Burke, Julie
Sent: June 28, 2018 10:44 AM
To: Bergeron, Anne Renée <AnneRenee.Bergeron@cbsa-asfc.gc.ca>
Cc: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Mullin-Baker, Patricia <Patricia.Mullin-Baker@cbsa-asfc.gc.ca>; Regimbald, Linda <Linda.Regimbald@cbsa-asfc.gc.ca>
Subject: FW: AWA

Can we get these stats?

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

Directrice, Gestion des enjeux en milieu de travail

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Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237

From: Thibodeau, MarcR (HRB-HQ)

Sent: June 28, 2018 10:36 AM

To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>

Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>

Subject: AWA

Julie:

I am looking for stats by DG of # of employees who are on AWA (Compressed work week and telework).

Marc Thibodeau

Director General

Labour Relations and Compensation Directorate, Human Resources Branch

Canada Border Services Agency / Government of Canada

Telephone 613-948-9861 / Fax 613-948-9838 / TTY: 866-335-3237

MarcR.Thibodeau@cbsa-asfc.gc.ca

Directeur général

Direction des relations de travail et de la rémunération, Direction générale des ressources humaines

Agence des services frontaliers du Canada / Gouvernement du Canada

Téléphone 613-948-9861 / Télécopieur 613-948-9838 / ATS : 866-335-3237

MarcR.Thibodeau@cbsa-asfc.gc.ca

Burke, Julie

From: Burke, Julie
Sent: January 7, 2019 02:21 PM
To: Thibodeau, MarcR (HRB-HQ)
Subject: Re: Telework

Ok

Sent from my BlackBerry 10 smartphone on the Bell network.

Original Message

From: Thibodeau, MarcR (HRB-HQ)
Sent: Monday, January 7, 2019 2:17 PM
To: Burke, Julie
Subject: Telework

Due to echr in feb

Sent from my iPhone

Burke, Julie

From: Allard, Myriam
Sent: January 22, 2019 10:38 AM
To: Burke, Julie
Cc: Thibodeau, MarcR (HRB-HQ)
Subject: FW: Telework Presentation

Julie,
Where are we at with this?

From: Saindon, Hubert
Sent: January 2, 2019 8:54 AM
To: Allard, Myriam
Subject: Telework Presentation

Salut Myriam – As-tu eu entendu qqc de ton côté par rapport à la présentation de Marc/Jacqueline à ECHR le 14 février sur telework? Si c'est bel et bien le cas, j'imagine que Marc vaudra amener le tout à ECHR au préalable.

Hubert Saindon

Acting Director, Branch Planning and Integration Management Division
Human Resources Branch / Canada Border Services Agency
Hubert.Saindon@cbsa-asfc.gc.ca / Tel: 613-948-1277

Directeur par intérim, Division de la planification de la direction générale et gestion de l'intégration
Direction générale des ressources humaines / Agence des services frontaliers du Canada
Hubert.Saindon@cbsa-asfc.gc.ca / Tél. : Tel: 613-948-1277

Burke, Julie

From: Fodor, Dana
Sent: January 28, 2019 09:42 AM
To: Burke, Julie
Subject: RE: Telework Policy consultation
Attachments: CBSA_Draft telework policy - Jan 2019.docx; All appendixes_Telework agreement(Jan 2019).doc

Hi Julie,

Attached you will find the documents I prepared for the meeting. In fact, it is the same package that I gave you at the meeting we had back in December.

Please let me know if anything is needed.

Thank you,
Dana

-----Original Appointment-----

From: Burke, Julie
Sent: January 21, 2019 3:57 PM
To: Burke, Julie; Binet, Geneviève; Tremblay, Daniel; Fodor, Dana; Gualtieri, Francesca
Subject: Telework Policy consultation
When: January 28, 2019 01:30 PM-02:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: 100 Metcalfe 18th floor

Please advise if you are bringing someone from your team with you.
Draft Policy to follow

Burke, Julie

From: Fodor, Dana
Sent: January 28, 2019 09:42 AM
To: Burke, Julie
Subject: RE: Telework Policy consultation
Attachments: CBSA_Draft telework policy - Jan 2019.docx; All appendixes_Telework agreement(Jan 2019).doc

Hi Julie,

Attached you will find the documents I prepared for the meeting. In fact, it is the same package that I gave you at the meeting we had back in December.

Please let me know if anything is needed.

Thank you,
Dana

-----Original Appointment-----

From: Burke, Julie
Sent: January 21, 2019 3:57 PM
To: Burke, Julie; Binet, Geneviève; Tremblay, Daniel; Fodor, Dana; Gualtieri, Francesca
Subject: Telework Policy consultation
When: January 28, 2019 01:30 PM-02:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: 100 Metcalfe 18th floor

Please advise if you are bringing someone from your team with you.
Draft Policy to follow

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Burke, Julie

From: Burke, Julie
Sent: December 31, 2018 12:33 PM
To: Thibodeau, MarcR (HRB-HQ)
Subject: Re: AWA Information: Compressed

Will do

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Thibodeau, MarcR (HRB-HQ)
Sent: Monday, December 31, 2018 12:29 PM
To: Burke, Julie
Subject: FW: AWA Information: Compressed

We should update the table below

From: Burke, Julie
Sent: July 5, 2018 3:00 PM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: FW: AWA Information: Compressed

As requested here are the numbers of employees working compressed. Telework is not tracked through any system. Would you like us to make the request to all DGs?

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Gualtieri, Francesca
Sent: July 5, 2018 2:48 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: AWA Information: Compressed

Hello Julie,

As per CAS there are 2,407 full time employees on compressed shift and 56 employees on other types of compressed schedules.

If required, please refer to the attached spreadsheet which provides additional compressed related information (i.e. employee names...etc.).



CBSA Telework Agreement

The purpose of the telework agreement is to provide a written record of the telework arrangement between the delegated manager and the employee. The telework agreement describes the terms and conditions of the telework arrangement, including any security measures that will be taken.

Ensure that you review the telework agreement carefully so that you are able to agree and abide by the rules and guidelines contained therein. This agreement **must** be read in conjunction with the *CBSA Telework Policy*.

Telework is voluntary and not an employee right. A telework arrangement can be terminated at any time, with reasonable notice by either party.

Please indicate if you are completing the agreement for a regular full-time or part-time telework arrangement:

I am completing the agreement for:

Regular (Full-time) Telework <input type="checkbox"/>	Regular (Part-time) Telework <input type="checkbox"/>
If completing for regular full-time telework, complete and attach all appendices	If completing for regular part-time telework, complete and attach all appendices



Pre-Requirements for Teleworkers

Subject to management approval and when operational requirements permit, the telework option is available to employees who:

- ☐ have completed the period of formal and/or on the job training required to be fully functional with limited supervision;
- ☐ demonstrate a high degree of self-discipline and the strong work habits required to ensure operational requirements and effectiveness are not compromised;
- ☐ have demonstrated consistent performance, both qualitative and quantitative, that meet the performance expectations as set out in the employee's expectation agreements, or, based on delegated managerial discretion;
- ☐ consistently demonstrate, with minimal supervision and direction, appropriate emphasis and focus on Section, Directorate and Branch goals and priorities as agreed and set in the employee's expectation agreements;
- ☐ take the necessary steps to ensure that the level of service provided to clients remains high and is not materially affected by the telework arrangement, and
- ☐ proactively take the necessary steps to make and facilitate the necessary arrangements with the respective delegated manager to ensure adherence with all the requirements below and who demonstrates the flexibility and cooperativeness required by a telework agreement.

Employee Self-Assessment



A successful teleworker is one who enters the telework situation with realistic expectations – one who has honestly evaluated what he or she can reasonably expect from the telework experience. The below is designed to assist you in assessing whether telework is right for you.

It is important to note that telework is a choice, and not an entitlement, nor an obligation. All telework requests are assessed on a case-by-case basis.

- ☐ Are my tasks easily adaptable to telework?
- ☐ Can I store, process and transmit information in a safe and secure manner?
- ☐ Do I have measurable performance indicators to assess the productivity of my work?
- ☐ Does having the work done at the telework place make sense from the point of view of the overall operations?
- ☐ Will service to the public be negatively impacted by my telework arrangement?
- ☐ How will I handle urgent requests on short notice?
- ☐ How will communication with my co-workers be affected, and how will my telework arrangement affect my co-workers and their workload?
- ☐ How will I continue to maintain effective interpersonal relationships and build relationships with new co-workers?
- ☐ Am I self-motivated and do I have the ability to establish priorities and manage my own time?
- ☐ Can I work at home with minimal disruptions?
- ☐ Will I be negatively or positively impacted by working alone on a regular basis?



TELEWORK AGREEMENT

A. Teleworking employee:

Name: _____ Group / Level: _____
Job Title: _____
Division/District: _____
Branch / Region: _____
PRI: _____ Responsibility Center _____

B. Work Location:

Designated Workplace: _____

Telework place: _____

Telephone Number at telework place: _____
Alternate Number in case of Emergency: _____

C. Hours of Work:

Delegated manager:

Name: _____
Job Title: _____

This *Telework Agreement* ("the *Agreement*") is between the Canada Border Services Agency ("CBSA") represented by _____ (the Manager), and _____, (the employee).

The employee and the CBSA hereby agree to the following conditions:

1. This *Agreement* does not supersede relevant legislation, collective agreements, policies and guidelines of the CBSA and Treasury Board of Canada Secretariat, which govern this *Agreement*.
2. The employee and the delegated manager have agreed that the employee will work in a telework arrangement to perform the duties of _____ at the telework place (described above).
3. This *Agreement* will be for the period commencing _____ and ending _____



_____ subject to *paragraphs 28, 29, 30 and 31 of this Agreement.*

4. The employee will work at the telework place ____ days per week on the following days: _____. The employee will work at the Telework place ____% of the employee's total work time. The employee's telework hours will be in accordance with his/her pre-approved work schedule. To ensure sufficient resources are available at the designated workplace in order to meet operational requirements, changes will be kept at a minimum and will be pre-approved by the delegated manager.
5. Any overtime work is to be authorized in advance and in writing by the delegated manager.
6. When required by the delegated manager and with reasonable notice, the employee will return to the designated workplace at their own expense to work on urgent/operational priorities.
7. In instances of telework, the employee will return all case files to the designated workplace, following termination of the telework agreement or completion of the work, whichever is shortest. The delegated manager must pre-approve all files removed from the workplace for cases of episodic telework.
8. The delegated manager and the employee will meet regularly (frequency to be determined by the delegated manager) to review the work of the employee and to review priorities to ensure that the quality and quantity of the work carried out by the teleworker is sustained.
9. During scheduled hours of work at the telework place, the employee will be accessible (by phone and e-mail) to clients, colleagues and management in order to provide the same level of service as provided at the designated workplace.
10. Any meeting in person with clients will take place at the designated workplace or at the client's workplace (not the telework place). All applicable correspondence, (mail) will be retrieved by the employee at the designated workplace, as required.
11. The employee will observe all applicable CBSA policies, procedures and guidelines.

Telework place and material

12. The employee declares that his or her telework place is a suitable working environment, conforms to municipal zoning regulations and is adequately insured. The employee will notify the delegated manager in the event of a move and if any of these requirements is no longer being met.



13. The employee is responsible for any overhead, maintenance and other incidental costs associated with the use of the telework place, i.e. insurance, heat, hydro, etc. Any office furniture is to be provided by the employee, i.e. desk, chair, computer table, etc., unless otherwise specified in Appendix A or B of this Agreement.
14. The delegated manager will determine the CBSA material and services to be provided to the employee for work-related purposes at the telework place. The equipment and electronic network requirements shall be decided upon on a case-by-case basis and an agreement reached between the delegated manager and employee prior to undertaking the telework situation. The material provided is described in the *Use of Material Off Government Premises Agreement* and the *Employee Use of Material Card*, duly signed and appended to this Agreement (as Appendix B). The employee is responsible for arranging IT technical support for the installation, maintenance, repair and recovery of the material provided by the employer. Where equipment is not functioning, the employee will report to the designated workplace. Discretion may be exercised by the employer.
15. When required, the employee agrees to allow, with reasonable notice, a CBSA representative identified by the delegated manager access to the telework place, in order to repair the computer equipment or any other material provided. OR
SHOULD THIS BE CHANGED TO REQUIRING THE EMPLOYEE TO BRING
THE EQUIPMENT INTO THE OFFICE? I THINK MOST USE LAPTOPS
ANYWAYS. COMMENT?
16. The teleworker will use only the CBSA standard secure remote access (SRA) workstation and the standards and rules for SRA must be followed. The teleworker is required to connect to the network periodically or bring the workstation into the office on a regular basis to ensure security patches and platform/software upgrades are applied.
17. At the termination of this Agreement (unless it is renewed), the employee is to return to the CBSA, all material provided to him or her.
18. The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of material including the limited personal use of CBSA electronic networks (Electronic Networks Policy Guidelines) and to take all reasonable care to protect and safeguard the Agency's assets and information being used at the telework place.
19. The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee performance of his or her duties at the telework place.



Health and Safety

20. The delegated manager and the employee have been provided with information on how to establish a healthy and safe work environment. The occupational health and safety (OHS) of the employee will not be jeopardized as a result of the telework arrangement. It is recommended that the manager and employee take the following mandatory OHS training.
- Occupational Health and Safety in the Workplace (H3001-N)
 - Occupational Health and Safety for Managers and Supervisors (H3034-N) – Online
 - Occupational Health and Safety for Managers and Supervisors (H3035-N) – In Class
 - Violence Prevention in the Workplace (H7051) Online
21. The employee will comply with the Canada Labour Code, Part II, the National Joint Council - OHS Directive and all CBSA policies pertaining to OHS.
22. The employee agrees to allow, with reasonable notice, a CBSA representative identified by the delegated manager, access to the telework place annually to ensure that the telework place meets all OHS requirements. TO BE REMOVED
23. The employee will immediately notify the delegated manager if the requirements described in paragraphs 20 and 21 are no longer being met or if the employer and or employee suspects it is no longer being met.

Security

24. The employee will complete Appendix D – Telework Security Acceptable Use Policy to ensure that all security requirements at the telework place are complied with.
25. The employee agrees to allow, with reasonable notice (if required), a CBSA representative identified by the delegated manager access to the telework place to ensure that the telework place meets any security requirements. TO BE REMOVED
26. The employee agrees to review and comply with CBSA security policies, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.
27. The employee will immediately notify the delegated manager of any breach of security involving CBSA information and/or assets.



Review and modification of the Agreement

28. The delegated manager and the employee shall review the telework arrangement together at least once every 12 months for conformity to this *Agreement* and to review its feasibility, both in respect of CBSA operations and the Treasury Board Telework Policy. A review may occur more frequently, at either the employer or employee's request.
29. This *Agreement* may be altered by mutual agreement between the delegated manager and the employee. The delegated manager may also at his or her discretion alter the *Agreement* without notice due to urgent operational requirements.
30. The *Telework Agreement* may be terminated by the employee in writing with reasonable notice to the employer to arrange for accommodation in the workplace (e.g. 2 weeks). The employer may terminate this telework agreement at any time and without advance notice to the employee.
31. This *Agreement* terminates automatically at its end date or earlier, when:
- a) the employee's duties or responsibilities change, e.g. due to a promotion, transfer, developmental assignment, reorganization, etc.;
 - b) the employee fails to fully meet job performance expectations;
 - c) **the employee fails to adhere to this Telework Agreement or to CBSA policies, rules and procedures;**
 - d) there is a breach in security; or
 - e) the employee's employment with the CBSA terminates;
 - f) operational requirements necessitate the employee return to the workplace.

Employee's signature

Date

Delegated Manager's signature

Date

Note: *Once the Telework Agreement has been duly signed, the delegated manager appends a copy of the following documents to this Agreement:*

Appendix A – Statement of Estimated Costs and Savings

Appendix B – Record of material provided:

- *Use of Material Off Government Premises Agreement and the*
- *List of Material*

Appendix C – Health and Safety Inspection

Appendix D – Telework Security Acceptable Use Policy

The delegated manager shall keep a copy of these documents and provide a copy to the employee.



Note:

Employees who work more than 50% of the time at home, as determined in Clause 4 of their signed Telework Agreement, may be able to deduct certain work-space-in-the-home expenses when completing their tax return. To determine if they are eligible to make a deduction, the employee should review the following:

- o Clause 4 of their Telework Agreement to determine if they meet the "more than 50%" requirement; and*
- o the conditions specified in **Form T2200, Declaration of Conditions of Employment** and in **Guide T4044, Employment Expenses**.*

If eligible and wish to make a deduction, teleworkers should provide Form T2200 to their manager, who will complete it based on the information in Clause 4 of the employee's Telework Agreement.

*Employees who Telework (have a signed Telework Agreement) can request that their manager complete **Form T2200, Declaration of Conditions of Employment** When completing Form T2200, managers must:*

review Clause 4 of the employee's Telework Agreement to determine if the "more than 50%" requirement is met; and

complete all relevant areas of Form T2200. For the question "Did you require this employee under a contract of employment to use a portion of his or her home for work?" (question #10, 2007 version), answer as follows:

yes if the "more than 50%" requirement is **met**; or

no if the "more than 50%" requirement is **not met**



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Annual Review of the Telework Agreement

Date of annual review	Is telework still feasible?	If telework continues, does the agreement require amendments?	Director Signature and Date	Employee Signature and Date



APPENDIX A – Statement of Estimated Costs and Savings

1) Costs and Savings during the period of the Telework Agreement

<i>MATERIAL and SERVICES</i> (including installation costs)	<i>ESTIMATE D SET-UP COSTS</i>	<i>ESTIMATED ONGOING COSTS</i>	<i>TOTAL</i>
1. IT equipment			
2. Telecommunications (ie: SRA)			
3. Filing cabinet			
4. Other Supplies and Services (ie: secure briefcase)			
<i>TOTAL COSTS:</i>			

<i>ESTIMATED SAVINGS:</i> (e.g. floor space, from desk sharing, material savings, etc.)	
1.	
2.	
3.	
<i>TOTAL SAVINGS:</i>	

<i>NET COSTS OR SAVINGS:</i>	
------------------------------	--

2) COMMENTS

3) PREPARED BY: _____
(Name and Signature of Employee)

4) Validated by: _____
(Name and Signature of Delegated manager)



APPENDIX B - Use of material off government premises agreement

Delegated manager

Employee

Division or District

Division or District

Telephone No.

Telephone No.

Destination of Material (address) and Period of Use Off Government Premises

Address :

From _____ To _____

I hereby confirm that I have received the material listed herein. I understand and agree to the terms and conditions as outlined in the policies from which this agreement is derived and as stated below:

1. The material is received in good condition and will be maintained and returned in the same state, allowing for reasonable wear and tear. The CBSA reserves the right to inspect the material and view its condition upon request.
2. The loan of the material is for the period indicated herein. Extensions must be authorized in advance of the due date of return.
3. Reasonable precautions to safeguard and protect the material will be afforded at the destination location named herein.
4. In the event that the material is lost, stolen or damaged, the teleworking employee will immediately notify the delegated manager and/or the local Security Officer or Headquarters Security Directorate.



5. Upon termination of employment (or periods of extended leave) with the CBSA, or at the end of this telework arrangement, material will be returned to the delegated manager prior to the last official working day, or any date agreed to by the employer and employee before the last day.

6. All software used with computer assets will be authorized and properly licensed; software will not be copied nor used for any other use, other than Agency purposes; and electronic media used with these assets will be scanned for viruses before retrieval or installation. Security software packages patches, updates etc., required by the CBSA, will be installed to protect sensitive information where necessary.

LIST OF MATERIAL

<i>Description</i>	<i>Inventory No.</i>	<i>Make or Model No.</i>	<i>Serial No.</i>

Name and signature of Employee	Date
Approved / Name and signature of Delegated manager	Date
Return of goods acknowledged by Management	Date



APPENDIX C – Health and Safety Inspection

A home office should meet the same health and safety standards as those at the regular workplace. This checklist is required to ensure that the Telework place is a healthy and safe work environment.

Please indicate if the following requirements have been met, i.e. “yes”, “no”.

A. HOME OFFICE Health and Safety

Home Office Environment

1.	My desk, chair and other accessories are suitable to my needs.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2.	The computer furniture, shelves, cabinets and bookcases are sturdy and properly installed (i.e. anchored to wall where necessary).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3.	My workstation is adjusted properly. My desk, chair, computer monitor and keyboard are at the appropriate heights and adjustments (e.g. head and wrists are in a neutral position).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2.	I am aware of how to prevent musculo-skeletal injuries (e.g. take breaks to prevent extended hours of repeated motions or of being in the same body position). The “ <i>Guide to Address Ergonomics-Related Hazards with Computer Workstation</i> ” can be found at the following link: http://www.hrsdc.gc.ca/eng/labour/publications/health_safety/computer_ergonomics.shtml	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5.	The lighting is properly arranged and appropriate for my work (e.g. there are no reflections on, or glare from the computer monitor).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6.	I have control over levels of ventilation, temperature, light and sound.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7.	There are no tripping hazards such as frayed or wrinkled carpets or obstructed halls, walkways, stairways or entries and that any guardrails are properly installed. Note: OHS PREVIOUSLY RECOMMENDED THAT THE RED BE REMOVED.	<input type="checkbox"/> Yes	<input type="checkbox"/> No



8.	Shelving and file cabinets are not overloaded and heavier objects are stored from the bottom up.	<input type="checkbox"/> Yes No	<input type="checkbox"/>
9.	Items stored above head level are secure and stable and a step ladder or stool is available to get to these items.	<input type="checkbox"/> Yes No	<input type="checkbox"/>
10.	Wall and ceiling fixtures are fastened securely.	<input type="checkbox"/> Yes No	<input type="checkbox"/>

Electrical Safety

11.	Any extension cords are in good condition and positioned properly.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
12.	There are no cords and cables causing a tripping hazard.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
13.	Outlets are grounded and not overloaded.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
14.	Outlet covers are safe and not in need of repair.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
15.	There is surge protection for electrical equipment.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
16.	There is sufficient ventilation for electrical equipment.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Fire Protection

17.	There is a smoke detector in close proximity to my work station. I will regularly check to ensure it is in proper working condition.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
18.	Paper materials and any combustibles are stored safely away from all heat sources.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
19.	I have complied with prescribed standards relating to fire safety and emergency measures.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Emergency Procedures

20.	An evacuation plan has been established.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
21.	The first aid supplies are adequate and easily accessible.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
22.	Emergency contact numbers are posted near the telephone.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
23.	A periodic office contact schedule has been established.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
24.	My office contact knows how to reach someone near me in the	<input type="checkbox"/> Yes	<input type="checkbox"/> No



	event of an emergency.	
25.	I am aware that I must immediately report any accident or injury to my delegated manager.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Other Hazards

26.	Any hazardous material is properly stored away to prevent accidental exposure.	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.	Any other health and safety hazards have been addressed (please specify below).	<input type="checkbox"/> Yes <input type="checkbox"/> No

Comments:

B. HEALTH AND SAFETY INSPECTION

28.	<p>By signing below, I attest that all of the proceeding information is correct to the best of my knowledge.</p> <p>Signed by Delegated manager: _____ Date _____</p> <p>Signed by Employee: _____ Date _____</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
-----	---	--

Note: Additional information on occupational health and safety may be found on Atlas at:



APPENDIX D – Telework Security Acceptable Use Policy

Telework Security ACCEPTABLE USE POLICY

FOR THE PROTECTION OF SENSITIVE INFORMATION AND ASSETS OUTSIDE THE WORKPLACE

Employees who are required to handle (e.g., access, process, transport) designated “Protected” and “Protected – Particularly Sensitive” information (referred to hereafter as sensitive information) and assets outside of Canada Border Services Agency (CBSA) premises for the purpose of performing work-related activities are subject to comply with the established agency operational and security policies, standards and guidelines, and the security requirements contained in this Acceptable Use Policy (AUP).

Working outside of CBSA premises includes official teleworking agreements, telecommuting services (e.g., hotelling, working at residences, being on travel status, job specific functions such as Auditors, Collectors, mobile Customs Officers) which may require access to Agency Information Systems when conducting official business. Teleworking/Telecommuting services allow for the manipulation of sensitive information either in paper form or by utilizing Agency Information Systems for processing, storing and transmitting sensitive information as if working on CBSA premises.

As an authorized user of the Telecommuting (Teleworking) services I am responsible for:

- Using only approved devices (ie: computer) that have been provided by the CBSA for accessing, processing, storing or transmitting sensitive information.
- Using only CBSA approved software and respecting all licensing agreements.
- Accessing sensitive information and CBSA Systems for the sole purpose of performing assigned, work-related activities.
- Never attempting to bypass CBSA security mechanisms.
- Ensuring persons such as friends or family members are not allowed to access CBSA Systems or view sensitive information.
- Taking extra precautions when accessing, processing, storing or transmitting sensitive information in a public/private place to avoid shoulder surfing or eavesdropping.
- Using caution and care to ensure information communicated via electronic mail (e-mail) is forwarded to the intended recipients, and that all sensitive information is encrypted under approved agency algorithms before it is transmitted (for more information, please refer to Electronic Networks Policy Guidelines link provided: !
- Ensuring changes to the configuration of the device are made by designated agency information technology (IT) support staff, or under the direct instruction of designated agency IT staff.
- Never installing, modifying or altering the configuration of hardware or software without authorization.
- Ensuring the device is equipped with CBSA approved logical access controls, encryption and a current anti-virus product.



- Encrypting any protected information residing on hard drives or removable media using approved CBSA encryption software.
- Obtaining a unique user identification (ID) code and complying with the rules and regulations associated with the use of the UserID.
- Understanding that I am accountable for all accesses and transactions made with the use of my UserID.
- Complete a Privileged User Risk Management (PURM) form if I require Administrative Rights over the device (contact your local IT help desk for more information, if required).
- Ensuring my password is in accordance with CBSA standards:
 - 6 alphanumeric characters,
 - Not easily guessable,
 - Changed at least every six months or immediately if it is suspected they have been compromised, and
 - Never revealed or shared with anyone.
- Understanding that CBSA systems and information resources are subject to monitoring.
- Participating in a semi-annual security audit and inspection of the device.
- Activating the screen-save feature with password protection when I leave active session(s) unattended for short periods of time.
- Terminating all active sessions and logging-off the Agency Information Systems when I am finished performing work-related activities or when leaving for extended periods of time.
- Ensuring that I supervise all authorized maintenance and support by non-CBSA personnel needing access to equipment, software or to areas storing sensitive information.
- Reporting any actual or suspected loss, unauthorized disclosure of sensitive information or Agency Information Systems immediately to Security and Professional Standards Directorate through the employee's delegated manager in accordance with the CBSA Comptrollership Manual, Security Volume, and Chapter 15 – Reporting of Security Incidents.
- Maintaining regular backup of my critical and essential files, and retaining them at a separate location as needed.
- Ensuring any sensitive information written to removable media, such as diskettes, hard disks, tapes, CDs, etc., is encrypted by the installed secured configuration. If this is not possible, it is to be encrypted under approved agency algorithms and stored in a lockable cabinet when not being used. When encryption is not possible the media is to be stored in approved containers secured with a padlock or combination lock.
- Ensuring physical access to sensitive information and assets are controlled at all times by:
 - Storing sensitive information, laptops and notebooks in approved briefcases or containers when not in use;
 - Protecting computer systems, laptops and notebooks as I would any other valuable asset.
- Ensuring sensitive information and assets in-transit are protected in accordance with the CBSA Comptrollership Manual, Security Volume.
- Ensuring sensitive information and media are handled (i.e. marked, stored, destroyed, erased and communicated) in accordance with established agency security policies, standards and guidelines.



- Refraining from smoking, eating, and drinking while around Agency Information Systems as this can lead to equipment failures, data corruption, etc.

As a user of the Telecommuting (Teleworking) services, I take full responsibility for my actions and understand that any violation of the spirit or intent of these security requirements, agency operational and security policies, standards, and guidelines can lead to revocation of this privilege, disciplinary action up to and including dismissal, and possible criminal prosecution.

I understand the use of CBSA IT systems and information resources are subject to monitoring, and by using these IT systems and information resources to perform only assigned work-related activities, that I consent to such monitoring.

EMPLOYEE NAME

EMPLOYEE SIGNATURE

DATE

(please print)

(dd-mm-

yy)

The above-mentioned employee is hereby granted access to use the Telecommuting (Teleworking) services.

DELEGATED MANAGER NAME

DELEGATED MANAGER SIGNATURE

DATE

(please print)

(dd-mm-yy)



This checklist is only appropriate for information being processed/stored at a classification of up to and including Protected B.

IT Elements

Purpose

The purpose of the CBSA Information Technology (IT) Security/Information Security Checklist is to assess the Information Technology environment/procedures used by Teleworkers.

Facility Under Review (provide complete address of facility under review)	Contact Information (provide names, titles & phone numbers of individuals completing questionnaire)

1.	Will the maximum level of information being processed at the above noted location be no greater than Protected B?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	Does the Teleworker have a certified computer system using the current Secure Remote Access Platform certified by CRA/CBSA?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	Is the telework environment only accessed by individuals with a need-to-know?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.	Are authorized procedures currently in place to obtain forgotten or locked out passwords for both the CRA/CBSA platform and PKI certificates?	<input type="checkbox"/> Yes <input type="checkbox"/> No



5.	If the telework platform is connected via a dial up connection or DSL, are there procedures in place to ensure platform upgrades (i.e. security patches, anti-virus updates, etc.) and that these are adequately performed?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please identify)
6.	Are users prevented from saving CBSA information to removable storage devices, such as floppies, CD-ROM's, USB drives or external hard drives?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if NO, employee needs to read the policy on use of these)
7.	All information saved to any type of media such as paper, CD Disk, floppy diskette, or thumb drive must be secured in an approved lockable container or safe.	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	Computers are locked out and information secured when not in use or when the employee leaves their workstation.	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	Is the telework platform for this client setup with a standard locked down build?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please identify)
10.	Are there support mechanisms/arrangements/procedures in place for the telework equipment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	Is there an explicit log of files (to be kept current) which are transported between the office environment and the telework environment (in case a security incident report must be generated)?	<input type="checkbox"/> Yes <input type="checkbox"/> No



Physical Elements

The maximum classification of documentation, information or assets eligible for telework is Protected B.

The delegated manager authorizing the telework environment for an employee is responsible to ensure the security of CBSA assets and information in that environment. The telework environment is to first be reviewed by the delegated manager responsible, using this document as a guide to the security requirements. If they have concerns, they may elect to request a review of the security profile of the residence or other location where the telework is being allowed.

Minimum Physical Security for Telework from a Private Residence

- The room where the telework is to take place must have a door that can be locked.
- The employee must ensure that no information is available to family members.
- Equipment provided for telework is not to be used for any other purpose, nor to be used by anyone other than the employee.
- Laptops must be secured in the file cabinet when not in use.
- In a home telework situation where the employee is provided with a desktop CPU, the employee must ensure that nothing is saved to the hard drive, that the unit is logged off and shut down when not in use, and that records of User ID and Password are secured within the approved cabinet.
- By signing the telework agreement, the employee must be aware of and must allow periodic visits by the delegated manager, or CBSA Security to verify compliance with security requirements.
- The employee is responsible for ensuring the secure transfer of files and information to their office environment for permanent storage on a regular basis. Files should not be retained at a telework location in any quantity. Only those active files actual in use should be present at a telework location.
- The delegated manager approving the telework and the employee working from home must maintain a log of files removed from the office and brought into the telework environment. This log will be used to determine critical risk in the event of loss, and facilitate rebuilding or recovery of the lost assets.



Building

1	<p>Standard Private home</p> <p>The intent of this questionnaire is to record an accurate picture of the telework environment. Literary description and photographs may be used to identify the security zones and features within the telework environment and surrounding area.</p>	(Describe housing and facilities where telework services will be located. Include current security devices)
2	<p>Exterior doors MUST have the following security hardware:</p> <ul style="list-style-type: none">○ Locking latch set○ Auxiliary dead bolt	<div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>

Interior Spaces

3	Lockable door on the telework room	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	The room used for telework must be equipped with an Agency provided, Security approved file cabinet. The cabinet must placed away from windows.	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	All windows are secured. (This securing device may be a solid locking device approved by local security, or a drop bar that fits snugly between the sliding pane and a fixed window jamb.)	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	CPU display screens are positioned such that it cannot be viewed from an exterior location or by family members within the home when in use.	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Will the location of telework services be within a designated area within the home?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Is the designated area for the telework services used for any other purpose other than telework?	<input type="checkbox"/> Yes <input type="checkbox"/> No (If yes, detail other uses)



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By signing below, I attest that all of the preceding information is correct to the best of my knowledge.

_____ (Signature) _____ (Date)

Please provide your name, title and contact information below.



APPENDIX E - Information on the duty to accommodate

The duty to accommodate (DTA) is the employer's or service provider's obligation to take measures, short of undue hardship, to eliminate disadvantages to employees, prospective employees or clients that result from a rule, practice or physical barrier that has or may have an adverse impact on individuals or groups protected under the Canadian Human Rights Act or identified as a designated group under the Employment Equity Act. The protected grounds are: race, national or ethnic origin, color, religion, age, sex, sexual orientation, marital status, family status, disability or conviction for an offence for which a pardon has been granted.

The law and jurisprudence related to the duty to accommodate employees, notably for disabilities creates special employer obligations that go beyond the usual rules or workplace policies. Telework is sometimes provided to employees whose functional limitations require this as a form of accommodation.

While normally telework is a voluntary desire expressed by an employee, subject to the discretion of management, in a case where a functional limitation makes telework a required accommodation is an entirely different situation. In this case, telework may not even be the employee's desire; most importantly, unless the telework option amounts to undue hardship, management loses its discretion and must implement the telework arrangement. This is so, even if it means that the usual telework principle of cost neutrality will not be met.

When management has concluded that telework should be approved to accommodate an employee, the following applies:

- the employee has a right to be accommodated, and has the responsibility to cooperate in the accommodation process (duty of cooperation)
- most costs associated with accommodation (equipment, transportation of equipment, etc.) are borne by the employer
- the telework arrangement can be terminated only when the condition for which the accommodation was granted has changed or no longer exists, in a way that eliminates the telework requirement, or else, if another manner to properly accommodate the employee at the workplace is found
- performance issues while teleworking must be managed using whatever techniques are required to assess the work output; discussions must be held with the teleworker to discuss the reasons for the issues, as per the performance management program principles (that is managers do not have the discretion to terminate the telework arrangement due to performance issues, unless continuing with the telework will constitute undue hardship for the employer)

For all accommodation requests, including in the context of telework, managers should refer to the Workplace accommodation guidebook and the Treasury Board of Canada Secretariat (TBS) publication "Duty to accommodate: A general process for managers" The Labour Relations unit works with the Well-Being unit, which includes the Disability Management Program unit, collaboratively to provide advice and collaboratively manage accommodation cases. Labour Relations is ultimately management's operational advisor for the handling of any contentious case, and will also seek Legal Services advice whenever required. Employees are encouraged to consult with their union representative if they are dealing with any DTA-related issues.



In light of the significant difference in the rules applying to cases of DTA, a special Telework Arrangement form has been created to document and manage them. This form can be found on the ELF electronic forms system. It is important to distinguish between situations in which telework is itself an accommodation requirement and situations that are normal telework requests from employees who have separate DTA requirements (such as need for ergonomic equipment). The latter type of situations are to be dealt with as normal telework requests, even though there are DTA requirements to consider in parallel.

Also note that the questions and answers section of these guidelines is designed to respond to normal telework, that is not to cases where the telework itself is an accommodation. Hence some of the information therein does not apply.

Additional considerations

It should be noted that management will typically require that the employee produce a medical certificate to support any request for telework made on the basis of a functional limitation. In addition, under the advice of Human Resources, employees can expect that in some cases management may need to seek further clarifications from the employee's physician, or Health Canada, or sometimes both.

Accommodation is to be based on functional limitations. Management must balance this against operational needs and while telework may be a suggested option, depending on the case, it may not be the only option, as other creative options that meet the employee's limitations could be found.

Also in some situations, it may be established that telework in the substantive position would constitute undue hardship, in which case accommodation attempts would still have to be pursued by considering any other viable options.

However, once it has been established that telework (whether full-time or part-time) is an accommodation that the employer can grant in a particular position, it must be implemented.

An additional operational impact of dealing with a telework accommodation requirement for management may occur when the employee also requires certain ergonomic equipment, due to other functional limitations under DTA. In those cases, additional costs may have to be covered by the department. For example, whereas normal teleworkers are responsible for the cost of their desk and chair at their home telework station, employees with a disability requiring a special ergonomic chair or desk will receive the required furniture at no expense to them, as the items must be provided by the department as per DTA legislation; these items are to be provided even if it means that the general telework principle of cost neutrality cannot be met. In the case of a full-time teleworker with a functional limitation, the cost of having that employee telework would roughly equal that of having the employee work in the official workplace, as the same equipment would have to be provided regardless of location. However, in cases where the employee with a functional limitation has a part-time telework arrangement, it could mean additional expenses. In this respect, it should be noted that the Employment Equity Program has



a special accommodation fund available to managers whereby any accommodation tool(s) costing over \$1,000 may be covered by a central fund. Managers are encouraged to communicate with the Workplace Well-Being unit for this purpose when needed.

In a case of normal part-time telework (that is the telework itself is not an accommodation requirement, but rather an employee request) where the worker has special non-portable ergonomic equipment at the office due to functional limitations under DTA, if the teleworker requests that the department provides a second set of similar equipment for the home, the request could be considered as not meeting the cost-neutrality principle and be declined depending on circumstances and costs involved.

Managers can consult with their Labour Relations Advisor as required in with DTA requests.



APPENDIX F - CBSA telework guidelines questions and answers generally applicable to normal telework

Part A: General questions and answers

A1. What is telework?

Telework is an authorized working arrangement in which employees perform all or part of their regular work away from the official workplace; the work is usually carried out in the employee's home. Telework may be on a full-time, part-time or occasional basis (for example after a short-term illness or injury or during renovations of the designated workplace).

A2. Why telework?

It serves to meet the needs of a growing, diverse workforce: persons with disabilities (telework is one of many options), dual-career families, single parents, etc. It also helps employees meet personal needs for flexibility in work scheduling. In cities with pollution and traffic problems, it alleviates environmental and commuting concerns. It may also reduce accommodation costs at the designated workplace and parking facility requirements. Moreover, recent advances in technology and telecommunications equipment have made telework more feasible and affordable.

A3. Part of an employee's duties is to go out and meet with clients at their workplace. Is this teleworking and would the Treasury Board Travel Directive apply?

No, a client's workplace is not considered a telework place. If an employee were required to report to a location away from their telework place or his/her designated workplace to perform some work, the Treasury Board Travel Directive would apply.

A4. Can anyone telework?

Experience has shown that while most teleworkers require a period of adjustment, those employees who are self-motivated and wish to have the flexibility that telework provides tend to experience few difficulties. Any employee may be eligible to telework, provided the following key principles are met:

- telework is operationally feasible
- there is no loss of production or performance
- it is voluntary
- it does not generate extra costs (except for one-time start-up costs) that cannot be recouped over a reasonable period of time



- it has been approved by management (at least at the director level)
- it does not change the terms and conditions of employment or the provisions of collective agreements
- a description of the telework arrangement has been signed by the director and a copy has been given to the employee

A5. What types of jobs are adaptable to telework?

Any job that complies with the basic principles outlined in these Guidelines may be eligible. Some examples include auditors, computer systems administrators, architects, scientists, translators, program analysts, etc. Many jobs could lend themselves to telework. Most could not be performed through full-time telework, but many could be performed using part-time telework. Each case must be judged individually, with the final approval resting with management.

Certain qualities might make some jobs more adaptable to telework. For example, project-oriented tasks such as reading proposals and reviews, making funding decisions, conducting research, and easily quantifiable tasks such as translation are easily adaptable to telework. Some client service jobs such as dealing daily with enquiries, with "walk-in" clients or where highly sensitive material is handled would likely not be suitable for full-time telework, but may be suitable to part-time or occasional telework.

A6. What are the potential benefits of telework?

For the employee:

- improved motivation and productivity
- reduced stress
- increased control over work and personal life
- reduced commuting time
- reduction in some costs such as: transportation, parking, food and clothing (may have an increase in other costs such as energy and heat)
- freedom to work with less interruptions
- reduced disability-related restrictions with respect to commuting or working at a designated workplace



For the manager:

- improved motivation, productivity and employee morale
- possible reduction in costs of office space. See B.5 and also the concept of "Workplace 2.0"
- retention of skilled employees
- possible accommodation of certain needs of employees with disabilities
- decline in absenteeism
- expansion of "pool" of workers (employees with disabilities or persons who have difficulties commuting)
- continued operations in case of shutdowns, emergencies, snow storms, etc.

A7. What are some of the actual or perceived challenges of telework?

For the employee:

- possible feelings of isolation, especially for full-time telework
- special efforts are required to maintain communications and good working relations with colleagues, especially for full-time telework

For the manager, challenges may include:

- a shift in the culture of an organization
- an initial cost in establishing a telework arrangement
- a perceived loss of direct control over employees and possible adjustment to style of supervision
- special efforts to maintain team synergy
- special efforts required to ensure communications and exchange of ideas
- the need to reassure employees who remain at the designated workplace that their own workload will not be increased when their colleagues telework and that telework employees continue to fulfill all of their responsibilities
- a greater emphasis on long- and short-range planning
- a greater emphasis on work measurement and productivity

Finally, if there are constantly more requests for telework than can be allowed operationally, managers will need to ensure a rotation of telework opportunities for unit employees.



A8. Does an employee have a right to telework?

No. Participation in the telework program is not a right. Participation is subject to an agreement between the employee and his/her manager, based on the key principles outlined in question A.5. However, an employee has a right to grieve the denial of a telework request.

A9. Can a supervisor require an employee to telework?

No. A supervisor cannot require an employee to telework.

A10. Can a supervisor telework?

The telework policy is intended for all employees. Provided the basic principles of the policy are met, any employee could telework. In the case of a supervisor, occasional or part-time telework would be the more probable options to consider.

A11. Is telework a substitute for child or elder care?

No. Teleworking is not intended to be combined with the full-time care of young children or elders. If extended periods of time are required for care of family members, a reduced work schedule should be considered. While telework does not replace child care, it reduces commuting time, thereby allowing more freedom to co-ordinate family activities.

A12. What equipment is needed to telework?

The equipment requirements will depend on the work to be done. Some employees may need only a pen and some paper.

Most employees will require IT equipment, at least a computer, and some will require other technological means to communicate with colleagues and access the information needed to do their jobs. It is the manager's responsibility to determine the employee's needs while teleworking and ensure the necessary IT equipment is provided to the employee.

In the case of IT equipment that connects to the Network^{Footnote 2}, only government supplied equipment must be used. In all cases, Information Technology equipment must conform to the following: Policy on the allocation and usage of information technology (103) and Policy on information technology security (104). In all cases, Information Technology equipment must conform to these Departmental Policies.

For other type of equipment, such as office furniture, if the employee requests and is granted permission to telework, then he/she is responsible for the maintenance and repair of his/her own equipment, unless otherwise agreed to by the employer, in cases of duty to accommodate for example.



The Employer is not responsible or liable for damages to the employee's personal or real property during the performance of official duties, similarly while using the Employer's equipment in the employee's residence in case of employee negligence.

The Employer is not responsible or liable for damages to the employee's personal or real property during the course of performance of official duties or while using the Employer's equipment in the employee's residence in cases of employee negligence.

A13. Where can I find information on ergonomics as it relates to Public Services and Procurement Canada workplaces?

At PSPC, you can refer to our Occupational Health and Safety Directorate intranet site and the guidelines on Ergonomics at work.

You can also find useful information on the Employment and Social Development Canada Web site.

Finally, the Canadian Centre for Occupational Health and Safety also provides information about occupational health and safety including ergonomics.

A14. On what basis should I discuss developing a telework agreement with my manager?

If you believe that the arrangement would meet the basic principles outlined in these guidelines, talk to your supervisor. Remember that a telework arrangement must be made on a voluntary basis by the employee and approved by management. For a telework arrangement to be successful, both parties must feel comfortable with it. Final authority rests with the director of your organization.

A15. What is the Telework Arrangement Agreement Document and do I need one?

Completion of the Telework Arrangement Agreement Document is required to confirm approval and conditions of the telework arrangement for all standard (that is full-time and part-time) or occasional telework arrangements. The Telework Arrangement Agreement document is designed to ensure that the terms of a telework arrangement are mutually understood, and spelled out, prior to the commencement of such an arrangement.

A copy of the form should be kept by the employee, a second copy must be kept by the manager. In addition, teleworkers (standard and occasional) and their respective supervisors must enter the agreement details in the relevant MyGCHR page to allow for departmental tracking.

Employees are encouraged to discuss the details of the arrangement with their union representatives should they need any advice or have any concerns.



Part B: Operational questions and answers for managers

B1. What level of management can approve a telework arrangement?

Supervisors at any level are responsible for recommending an employee for telework and for outlining the terms (that is scheduling, equipment requirements, work expectations, and assessment criteria). Final approval must be obtained at least at the director level.

B2. How do I know employees are working if I can't see them?

As with employees in the workplace, whether near or at distance from you, you should know if an employee is working if he/she meets the job requirements on time and up to expected quality, through sound performance management practices. Experience with telework programs shows that productivity often increases when an individual works off-site, partly because of fewer interruptions and distractions, and partly because of an increase in personal motivation and work commitment. In addition, most telework employees report a reduction in stress, which often leads to increased efficiency and increased job satisfaction.

B3. How will employees who telework be reviewed?

The PSPC Employee Performance Management Program will continue to be the process used for setting objectives and assessing employee performance. The main focus of performance assessment must be based on work input, wherever the employee may be (near or far away at distance from the supervisor). In fact, having teleworkers may well bring you to improve your general employee performance management practices.

B4. Should a specific schedule be set for the off-site work?

Yes. A description of the employee's authorized days and hours of work away from the designated workplace must be clearly outlined in the Telework Arrangement Agreement Document. Schedules and phone numbers should be clearly posted in the designated workplace and provided to co-workers.

B5. How do we record average days in MyGCHR?

For occasional telework, you must enter the average it in the "Average Days-Month" field, for example one day/month, or 2 days/month or three days/month, on average.

For part-time telework (minimum one day/week on average), you must enter the average in the "Recurring days/week" field, for example one day/week, or 2 days/week, etc. For full-time, this will be five full days/week.



The average can also be made out of partial days (for example half a day, or a few hours at the beginning or start of work day). When recording telework in MyGCHR, use the average for partial days, for example, if there are 13 hours of telework per week every week, spread out through the week, you can record it as 2 days/week (part-time telework).

B6. Do I have to take measures to ensure a teleworker is in fact at work every day?

As a manager/supervisor you should ensure there are reasonable measures in place to acknowledge any employee's (employees at the office, teleworkers, employees working at distance) work status on any given day, that is the employee at work?, on leave?, absent without notice?, etc. This goes towards basic managerial responsibilities on operational requirements, leave management, and as well towards ensuring the health and safety of our employees. This can be accomplished in various ways depending on the case, that is with some employees whose work involve constant communications (virtual or otherwise) with their supervisor and/or colleagues throughout the day from start to finish, this may not be an issue. For teleworkers whose work is done very independently, the supervisor can establish daily contacts as required.

B7. What if there are persistent technological difficulties during telework?

Teleworkers must advise their supervisors to determine how to adjust (return to the designated workplace, alternative arrangements to get work, etc.). Ideally, the teleworker would always have some work set aside that does not require much IT capacity for this specific kind of situations.

B8. What is Workplace 2.0?

The Workplace 2.0 initiative was developed to support the Clerk of the Privy Council's commitment to public service renewal. Its objective is to modernize the workplace to attract, retain and enable public servants to work smarter, greener and healthier to better serve Canadians by modernizing the physical aspects of the workplace, updating policies, processes and systems, and providing new technologies that allow employees to connect, collaborate and communicate across government and with Canadians. While Workplace 2.0 makes it possible for employees to work anywhere, these Telework Guidelines only apply to work done at the employee's place of residence (telework- place). Note that telework is only part of the Workplace 2.0 initiative and employees are not required to telework to enjoy the benefits; however, managers and employees can consider incorporating part-time or full-time employee telework arrangements requests where possible. For more information, please refer to the [Workplace 2.0 site](#).



B9. Should I give up all of the vacant office space left by employees who are teleworking?

Organizations must plan their office space to accommodate those employees who telework part time (working in the designated workplace 2–three days per week) and those who telework full time and plan to return at the end of a telework arrangement. Some organizations may choose to use telework as a tool to leverage or support accommodation strategies aimed at maximizing space utilization. Such accommodation strategies can include the under allocation of space (that is eight workstations per 10 employees), desk sharing and/or the use of flex and unassigned free-address (that is hoteling) stations for part time teleworkers. Workplace 2.0 supports these strategies by enabling employees to be mobile, yet connected and productive. Management should discuss opportunities to leverage space efficiencies with their employees and facilities management to determine appropriate accommodation strategy for their office.

B10. What about the impact on staff when some employees are teleworking?

Possible impact on other employees must be considered during the approval process of a telework arrangement. One person's off-site work should not adversely affect the performance of other employees or place a burden on staff remaining in the designated workplace. Research demonstrates, however, that when fewer employees work at the designated workplace, the administrative workload decreases.

B11. Can telework be combined with part-time employment?

Provided that the basic policy requirements are respected, telework can be combined with part-time or any other flexible working arrangements.

B12. If an employee teleworks, does the telework place become the official workplace?

No. The employee's official workplace is the place where the employee would work if there were no telework situation.

B13. What if a manager believes the arrangement with an employee is not working out?

Either the employee or the supervisor may end a telework arrangement, with appropriate notice, at any time; a 14-day notice is suggested.

B14. Who is responsible for transporting equipment (for example computer, modem, and printer) to and from the telework place?

An agreement on the most appropriate transportation mechanism for transporting equipment to and from the telework place should be reached between the teleworker and the supervisor at the time the telework arrangement is approved; however, employees should not normally transport large or heavy equipment without assistance. Note that with respect to the use of a portable computer, transportation is the responsibility of the employee.



B15. What happens when the equipment requires repair?

Maintenance, repair, and replacement of government-owned equipment issued to employees are the responsibility of the department. The employee must notify his/her supervisor immediately following a malfunction of government-owned equipment. If repairs are extensive and replacement is impractical, the employee must be prepared, if asked, to report back to the official workplace until the equipment is operational. Employees will not be expected to transport large or heavy equipment without assistance (that is this would not apply to a laptop, a modem, or a keyboard for instance).

B16. What happens if there is a strike?

In the event of a strike, whether employees are working at the designated workplace or at a telework place, many issues come into play and need to be reviewed by management. Some of the issues include; the personal safety of employees, the protection of equipment and other government property and the maintenance of performance. There may occasionally be a need for special interim procedures, for example, management may decide that teleworkers who are not on strike been asked to temporarily return to the designated workplace. Therefore should a strike occur management would have to assess the situation and provide employees with the appropriate guidance and direction.



Part C: Questions and answers on costs, taxes, safety, health and security

C1. What costs are covered by the department?

The department will assume the costs of any required equipment or expenses such as:

- work-related long distance telephone calls
- extra telephone line or portable device such as Blackberry
- computer
- computer software
- additional departmental modem and possible additional computer usage charges
- maintenance and repair charges for equipment belonging to the department
- remote technical assistance
- replacement of lost or damaged government equipment: employees are responsible to care for departmental government equipment in their possession, and in case of negligence or infraction, the department could decide, depending on the circumstances, to claim the recovery of replacement costs instead of assuming the cost

C2. What costs does the teleworker assume?

The employee who is teleworking will pay for the following expenses:

- provision of safe and healthy premises, including cleaning, maintenance
- provision of desk and chair
- regular phone costs
- internet service provider costs (modem rental or purchase, monthly bandwidth)
- costs for extra energy usage such as heat and light
- any additional insurance costs (the employee is not responsible for insuring equipment; however, a review of coverage with the home insurance company is necessary to ensure there are no effects on current coverage resulting from use of the home as an office)
- travel costs for travel between the telework location and the designated workplace



- if the employee requests and is granted permission to telework using his/her own equipment, then he/she is responsible for the maintenance and repair unless otherwise agreed to by the employer

•

C3. What about liability for injuries sustained while teleworking—How will the department deal with an employee's claim for injury?

Under the *Government Employees Compensation Act*, Public Service employees who are injured in the normal course of their duties can be compensated for those injuries. This is the case whether the injury takes place at the employer's official workplace or at any other location (that is the employee's home).

C4. How do I ensure that the telework place is safe?

Usually, employees' homes provide a safe and secure environment. Employees are responsible for ensuring that safety requirements are met in their homes to protect themselves and any equipment provided by the employer. As the employer has no formal control over an employee's telework location, employees are asked to voluntarily provide assurance to the manager that the telework location is safe and healthy. Through the telework arrangement, the employee recognizes that the employer is only responsible for the telework tasks, not for the whole home, hence any accident or professional illness arising from telework would only be considered work-related if arising from the tasks.

C5. Does an employee who uses a portion of his/her home as an office qualify for any federal income tax deductions?

Depending upon the situation, and provided certain conditions are met, teleworkers may be able to deduct certain expenses from their employment income for income tax purposes. Due to the complexity of the *Income Tax Act* and the fact that each telework situation is unique, employees should contact the *Canada Revenue Agency* (CRA) for further advice.

C6. To determine whether an employee is entitled to a deduction under the *Income Tax Act*, the Canada Revenue Agency requires that the employee file a Canada Revenue Agency form with his/her income tax returns (currently the name of the form is T2200 "Declaration of Conditions of Employment"). Should managers sign this form when asked by employees?

Managers who are asked by formally approved teleworkers to complete and sign this declaration are advised to do so. This form does not ask managers to certify whether an employee meets the criteria established by the *Income Tax Act*. Rather, in signing, managers would merely certify that teleworkers are required to provide work spaces in their homes and are required to pay for certain additional costs involved in providing this space.



C7. Will the security of information be placed at risk by employees when teleworking?

Given the high risk involved, telework should not involve access to information that is designated as extremely sensitive or classified as top secret. According to Policy on Government Security, certain types of information classified in the national interest should never be removed from the workplace.

Even unclassified material (either Protected A, B, or C), however, should be handled with care as the accumulated information may be sensitive for the organization. Because of this, it is imperative that teleworkers consider the nature of the information with which they are working and take care to ensure that it is not left unattended or exposed to unauthorized scrutiny, both at the telework place and during transport. Teleworkers must be aware of all access to information and privacy-related legislation which would apply to the information with which they will be working, and ensure they follow their supervisor/manager's direction on this issue. Employees should discuss their security and storage requirements with their supervisor

C8. Are there any municipal or provincial requirements for teleworking?

Employees are responsible for informing themselves of any municipal or provincial restrictions which could have an impact on their telework situation, for example requirement for smoke detectors in the telework place.

C9 If a work-related accident takes place in Ontario at the home of a teleworker whose substantive position is in Quebec or vice versa, which compensation board is responsible?

The compensation board responsible for a telework-related accident is the board in the province where the designated workplace, not the telework place, is located.

C10. Regarding teleworkers who rarely visit the province where the designated workplace is located, to which province are their taxes paid?

Income tax is paid where the designated workplace, not the telework place, is located.

C11. What about holidays (Saint-Jean Baptiste Day in Quebec and the Civic Holiday in Ontario)?

Holidays are based on the province where the designated workplace is located.

Burke, Julie

From: Burke, Julie
Sent: February 2, 2019 10:36 AM
To: Thibodeau, MarcR (HRB-HQ)
Cc: Allard, Myriam
Subject: CBSA Draft telework policy - Jan 2019.docx
Attachments: CBSA Draft telework policy - Jan 2019.docx

A little past 7am...

Burke, Julie

From: Burke, Julie
Sent: February 2, 2019 05:09 PM
To: McKinnon, Chastity
Subject: RE: telework agreement

Hi Chastity, I am responsible for this policy

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: McKinnon, Chastity
Sent: January 3, 2019 9:31 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>
Subject: telework agreement

Good day and Happy New Year,
When we were in Rigaud, it was mentioned that national HR is working on a national Telework or Flexible work arrangement policy.

Wondering who I could speak with about this? As you know we are moving into a new building in Halifax in March/April that will be Activity Based Workplace based and it will be important for us to have some policy in place ahead of this move.

Burke, Julie

From: McKinnon, Chastity
Sent: February 2, 2019 06:15 PM
To: Burke, Julie
Subject: Re: telework agreement

Do u have a draft u can share?

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Burke, Julie
Sent: Saturday, February 2, 2019 6:08 PM
To: McKinnon, Chastity
Subject: RE: telework agreement

Hi Chastity, I am responsible for this policy

Julie Burke

Director, Workplace Issues Management

Canada Border Services Agency / Government of Canada

Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237

Directrice, Gestion des enjeux en milieu de travail

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Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 3, 2019 09:10 AM
To: Burke, Julie
Cc: Allard, Myriam
Subject: CBSA Draft telework policy - Jan 2019 (002).docx
Attachments: CBSA Draft telework policy - Jan 2019 (002).docx

More work to do. We need a final copy of the policy and ppt by end of week.

Burke, Julie

From: Burke, Julie
Sent: February 3, 2019 09:16 AM
To: Thibodeau, MarcR (HRB-HQ)
Cc: Allard, Myriam
Subject: RE: CBSA Draft telework policy - Jan 2019 (002).docx

Ok. Will look at your changes/comments and continue working on it

Julie Burke

*Director, Workplace Issues Management
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Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 3, 2019 9:10 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: CBSA Draft telework policy - Jan 2019 (002).docx

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Burke, Julie

From: Burke, Julie
Sent: February 5, 2019 10:59 AM
To: Thibodeau, MarcR (HRB-HQ)
Cc: Allard, Myriam
Subject: DRAFT - Telework at the CBSA.pptx
Attachments: DRAFT - Telework at the CBSA.pptx



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Telework at the Canada Border Services Agency

Executive Committee

Workplace Management, Wellness and
Compensation Directorate



PROTECTION • SERVICE • INTEGRITY

Canada



Purpose

- To provide an overview of the *Draft CBSA Telework Policy* and how it can be managed and approved within the Canada Border Services Agency's context.



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Authority

- The approval of each telework request shall be made on a case-by-case basis at the discretion of delegated managers, pursuant to section 1(a).03 of the *Delegated Authority for Operational Labour Relations and Compensation Matters*



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Terms and Conditions

- **The delegated manager has the discretion to determine the maximum number of days per week the employee will be teleworking.**
- **Telework can be combined with other flexible work arrangements (i.e. variable schedule, compressed work week).**
- **Telework is a privilege and the agreement can be terminated at any time, with reasonable notice, by either party.**



Considerations

- Not all types of work is conducive to telework. Management has make that determination in a fair and transparent manner
- Not all CBSA employees have the proper equipment (laptops etc.) to telework. Potential impact of increased demand on IT who will not be able to address all demands at once.
- We must ensure that there is the proper IT security in place to support the increased demand for telework
- The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements



Next Steps

- Finalize guidelines to support management and employees with establishing telework agreements.
- Approve the Telework Policy with an effective date of April 1, 2019.



QUESTIONS



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Burke, Julie

From: Burke, Julie
Sent: February 5, 2019 11:59 AM
To: McKinnon, Chastity
Subject: RE: telework agreement

We are just tweaking the draft policy. I will share shortly

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: McKinnon, Chastity
Sent: February 2, 2019 6:15 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: Re: telework agreement

Do u have a draft u can share?

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Burke, Julie
Sent: Saturday, February 2, 2019 6:08 PM
To: McKinnon, Chastity
Subject: RE: telework agreement

Hi Chastity, I am responsible for this policy

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

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Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: McKinnon, Chastity
Sent: January 3, 2019 9:31 AM

Burke, Julie

From: Burke, Julie
Sent: February 5, 2019 04:31 PM
To: Thibodeau, MarcR (HRB-HQ)
Subject: CBSA Draft telework policy - Jan 2019.docx
Attachments: CBSA Draft telework policy - Jan 2019.docx

Latest version

Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 08:15 PM
To: Sousae, Annie; Burke, Julie; Edwards, Tammy; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia
Subject: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019.docx

Hi:

Attached is the latest version of the Telework Policy that Julie has been working on for the last few weeks. I would like your views on the document. Julie and I would like to close this by COB on Wednesday. Thank you for your assistance.

Marc

Burke, Julie

From: Sousae, Annie
Sent: February 6, 2019 08:10 AM
To: Thibodeau, MarcR (HRB-HQ); Burke, Julie; Edwards, Tammy; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_AS.docx

Thanks for the opportunity to review!

I made a few comments where I wasn't sure of the meaning of the sentences / wording. For your consideration.

Thanks,

Annie Sousae
Annie.Sousae@cbsa-asfc.gc.ca
Tel: 613-941-2815 / Cel: 613-894-6927

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 8:15 PM
To: Sousae, Annie ; Burke, Julie ; Edwards, Tammy ; Racine, Isabelle ; Nasrallah, MichelN ; Allard, Myriam ; Keir, Jennifer ; Roy, Cynthia
Subject: CBSA Draft telework policy - Feb2019.docx

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Marc



Alternate Work Arrangements - Telework Policy

Burke, Julie

From: Edwards, Tammy
Sent: February 6, 2019 08:40 AM
To: Thibodeau, MarcR (HRB-HQ); Sousae, Annie; Burke, Julie; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_TE.docx

Attached is my feedback so far (may have a bit more today as my OHS team reviews). I offer my services to review the final draft to verify grammar and spelling 😊.

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 8:15 PM
To: Sousae, Annie ; Burke, Julie ; Edwards, Tammy ; Racine, Isabelle ; Nasrallah, MichelN ; Allard, Myriam ; Keir, Jennifer ; Roy, Cynthia
Subject: CBSA Draft telework policy - Feb2019.docx

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Marc

Burke, Julie

From: Racine, Isabelle
Sent: February 6, 2019 09:49 AM
To: Sousae, Annie; Burke, Julie; Edwards, Tammy; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia; Thibodeau, MarcR (HRB-HQ)
Subject: FW: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_TE.docx

I reviewed and added my comments/proposed edits in Tammy's version of the document.

My overall comments/questions are the following:

- What about temporary/ short term telework requests due to special circumstances (i.e. one week for an employee who has a sick child, etc.)? It's clear to me those are outside this policy but maybe Qs and As along with the policy could bring greater clarity on what is covered and not...
- What about EEs with medical certificates (e.g. France)- they will need to resubmit their request yearly even if their medical certificate covers longer periods? This is covered separately as a medical accommodation?
- In a national approach where we will encourage work in other regions- remotely but in CBSA offices, how will the requests be managed if employee also want to telework?

My overall comment is that we are focussing on a case by case basis to approve the requests- I felt that an overall picture for managers is also necessary to inform their decision- so if certain employees ask first they have a better chance of their requests being approved? For business continuity and training of employees, in cases where a minimum number of employees must remain on site- how should managers prioritize the employee requests? I felt we need to address this somehow in the document under managers' responsibility maybe?

Isabelle

From: Edwards, Tammy
Sent: February 6, 2019 8:40 AM
To: Thibodeau, MarcR (HRB-HQ) ; Sousae, Annie ; Burke, Julie ; Racine, Isabelle ; Nasrallah, MichelN ; Allard, Myriam ; Keir, Jennifer ; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx

Attached is my feedback so far (may have a bit more today as my OHS team reviews). I offer my services to review the final draft to verify grammar and spelling ☺.

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 8:15 PM
To: Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>
Subject: CBSA Draft telework policy - Feb2019.docx

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Marc

2

Burke, Julie

From: Mckay, Réa
Sent: February 6, 2019 11:22 AM
To: Thibodeau, MarcR (HRB-HQ); Burke, Julie
Subject: FW: Telework
Attachments: 254-1-gl-eng.pdf; RE: Politique de télétravail

Marc/Julie

During our discussion yesterday regarding telework I asked Philippe who recently joined from CSC what was done there. See attached the policy (that is embedded within their OHS program guidelines) – it is not encouraged at CSC.

Réa

Tel: 613-952-1571

From: Larose, Philippe
Sent: 6 février 2019 11:17
To: Mckay, Réa
Subject: Telework

Bonjour Réa,

Attached, you will find the telework policy for CSC. As I have said yesterday, CSC is not promoting telework. Nothing has changed since my departure. This was confirmed by Aly Alexandre below. It will be apparent when you'll read the doc. The telework is actually buried within the Occupational Health and Safety Program Guidelines, annex C, page 12, section 42-43 which brings the reader to TBS's Telework Policy.

Philippe Larose

Director, Corporate Staffing

Canada Border Services Agency/ Government of Canada

philippe.larose@cbsa-asfc.gc.ca / Tel: 343-291-5189 BB: 613-410-8209 / TTY : 1-866-335-3237

Philippe Larose

Directeur, Dotation ministérielle

Agence des services frontaliers du Canada / Gouvernement du Canada

philippe.larose@cbsa-asfc.gc.ca / Tél: 343-291-5189 BB: 613-410-8209 / TTY : 1-866-335-3237

From: Alexandre Aly (NHQ-AC) <Aly.Alexandre@CSC-SCC.GC.CA>

Sent: February 6, 2019 9:44 AM

To: Larose, Philippe <Philippe.Larose@cbsa-asfc.gc.ca>

Cc: Freyenmuth Gabriela (NHQ-AC) <Gabriela.Freyenmuth@csc-scc.gc.ca>; Ladouceur Mathieu (NHQ-AC) <Mathieu.Ladouceur@CSC-SCC.GC.CA>

Subject: Emailing: 254-1-gl-eng.pdf

Bonjour Philippe,

Suite à ta requête à Nathalie par rapport au télétravail, tu trouveras la politique du SCC dans l'annexe C du DC 254-1 Programme de santé et sécurité. La mise en place et l'entente de télétravail se fait au cas par cas, selon les besoins.

L'annexe C explique la marche à suivre.

Bonne journée,

Aly

Burke, Julie

From: Nasrallah, MichelN
Sent: February 6, 2019 01:02 PM
To: Burke, Julie; Sousae, Annie; Racine, Isabelle; Edwards, Tammy; Allard, Myriam; Roy, Cynthia; Keir, Jennifer; Thibodeau, MarcR (HRB-HQ)
Subject: FW: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_TE (003).docx

Thanks for opportunity to comment. Added my comments to the last version.
Agree that an FAQ would be beneficial, as well as some online tracker.
Also we would need to confirm who in LR will do the tracking (LR Ops or DACC or Corporate LR).
Cheers

From: Racine, Isabelle
Sent: February 6, 2019 9:49 AM
To: Sousae, Annie ; Burke, Julie ; Edwards, Tammy ; Racine, Isabelle ; Nasrallah, MichelN ; Allard, Myriam ; Keir, Jennifer ; Roy, Cynthia ; Thibodeau, MarcR (HRB-HQ)
Subject: FW: CBSA Draft telework policy - Feb2019.docx

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My overall comments/questions are the following:

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Isabelle

From: Edwards, Tammy
Sent: February 6, 2019 8:40 AM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>; Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>
Subject: RE: CBSA Draft telework policy - Feb2019.docx

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From: Thibodeau, MarcR (HRB-HQ)

Sent: February 5, 2019 8:15 PM

To: Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>

Subject: CBSA Draft telework policy - Feb2019.docx

Hi:

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Marc

Burke, Julie

From: Edwards, Tammy
Sent: February 6, 2019 02:16 PM
To: Thibodeau, MarcR (HRB-HQ); Sousae, Annie; Burke, Julie; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam
Cc: Keir, Jennifer; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_TE.docx

I have inserted one other comment under Delegated Manager Responsibilities related to OHS. A previous reference to responsibilities under the CLC II was removed but there should be something in there regarding this as a manager does not absolve themselves of their duties under the Code when an employee is working from home. Proposed wording is included using track changes.

From: Edwards, Tammy
Sent: February 6, 2019 8:40 AM
To: Thibodeau, MarcR (HRB-HQ) ; Sousae, Annie ; Burke, Julie ; Racine, Isabelle ; Nasrallah, MichelN ; Allard, Myriam ; Keir, Jennifer ; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx

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Sent: February 5, 2019 8:15 PM
To: Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>
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Marc

Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 6, 2019 04:00 PM
To: Burke, Julie; Allard, Myriam
Subject: DRAFT - Telework at the CBSA (002).pptx
Attachments: DRAFT - Telework at the CBSA (002).pptx



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Working Arrangement – Telework

Executive Committee Human Resources

Workplace Management, Wellness and
Compensation Directorate

February 14, 2019



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Purpose

- To seek approval of the *CBSA Telework Policy*
- To articulate the implementation strategy and associated considerations
- Outline next steps



Background

- The current TBS policy was introduced in 1999
- The Policy was extensively used in the GTA trade Operations in early 2000 to address infrastructure challenges. The practice was completely eliminated once the challenges were address
- A MOU to review the suitability and appropriateness for the Trade and Compliance Division was included in the FB (exp. 2011) collective agreement
- The CIU representative assigned to the file abandoned the consultation. The Telework review was concluded and the telework was not reinstated.



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Telework is

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff • DG labour Relations and Compensation (1) 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • VP HRB (1)



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
Not all types of work is conducive to telework.	Management has make that determination in a fair and transparent manner
Not all CBSA employees have the proper equipment (laptops etc.) to telework.	
Client support availability	We must ensure that there is the proper IT security in place to support the increased demand for telework
ABW facilities (April 1, 2019 for ATL RDGO)	The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements
Potential impact of increased demand on IT who will not be able to address all demands at once.	
Awareness for managers and employees	Create awareness sessions to ensure that delegated managers understands the Policy and applies it generously
Readiness Assessment	



Next Steps

- Approve the Telework Policy with an effective date of April 1, 2019, with a phased implementation.
- Implement Communication strategy
- Finalize guidelines to support management and employees with establishing telework agreements.
- Increase awareness of the Policy
- Complete readiness assessment
- Develop IT acquisition and roll-out plans

Burke, Julie

From: Burke, Julie
Sent: February 7, 2019 10:01 AM
To: Thibodeau, MarcR (HRB-HQ)
Cc: Allard, Myriam
Subject: DRAFT - Telework at the CBSA (002).pptx
Attachments: DRAFT - Telework at the CBSA (002).pptx

I have made a few changes. For your review

Burke, Julie

From: Burke, Julie
Sent: February 7, 2019 11:32 AM
To: Thibodeau, MarcR (HRB-HQ); Allard, Myriam
Cc: Keir, Jennifer
Subject: Telework
Attachments: DRAFT - Telework at the CBSA (002).pptx; Telework Policy.docx

As requested

Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 7, 2019 12:25 PM
To: Keir, Jennifer
Cc: Allard, Myriam; Burke, Julie; Edwards, Tammy
Subject: Telework Policy.docx
Attachments: Telework Policy.docx

Jennifer:

For proof reading please. Once done, ask Tammy to review for QC as well. Please use track changes



Canada Border
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Alternate Work Arrangement

Telework Policy

PROTECTION

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Canada

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization and employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives and is cost effective.

Definitions

Delegated Manager -a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework - a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary, no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outline in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- The equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adheres to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- Code of Conduct
- Conflict of Interest and Post *Employment*
- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Burke, Julie

From: Burke, Julie
Sent: February 11, 2019 03:16 PM
To: Allard, Myriam
Cc: Thibodeau, MarcR (HRB-HQ); Keir, Jennifer
Subject: AWA - Telework Policy
Attachments: Alternate Work Arrangement - Telework Policy.pdf; Telework at the CBSA .pptx

Voilà.

To be sent for ECHR

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
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Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Work Arrangement

Telework Policy

PROTECTION

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PROTECTION

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Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
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- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.



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Alternate Working Arrangement – Telework

Executive Committee Human Resources

Workplace Management, Wellness and
Compensation Directorate

February 14, 2019



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Purpose

- To seek approval of the *CBSA Alternate Working Arrangements - Telework Policy*
- To articulate the implementation strategy and associated considerations
- Outline next steps



Background

- The current TBS policy was introduced in 1999
- The Policy was extensively used in the GTA Trade Operations in early 2000 to address infrastructure challenges. The practice was completely eliminated once the challenges were addressed
- A MOU to review the suitability and appropriateness for the Trade and Compliance Division was included in the FB (exp. 2011) collective agreement
- The CIU representative assigned to the file abandoned the consultation. The Telework review was concluded and the telework was not reinstated.



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Examples of work that can potentially be performed:

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff Classification 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • Positions required to work on a secure network



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
Not all types of work is conducive to telework .	Management has make that determination in a fair and transparent manner. Develop Guidelines , Qs&As to help management make those determinations .
Not all CBSA employees have the proper equipment (laptops etc.) to telework . As such, there may be a potential impact of increased demand on IT who will not be able to address all demands at once.	Partnership with ISTB to develop IT acquisition and roll out plan.
Client support availability	We must ensure that there is the proper IT security in place to support the increased demand for telework .
ABW facilities (April 1, 2019 for ATL Regional Office)	The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements .
Awareness for managers and employees	In order to address the negative perception associated with Telework , create awareness sessions to ensure that delegated managers understand the Policy and the benefits associated with it.
Readiness Assessment	Complete the readiness assessment in partnership with IT and Security .



Next Steps

- Approve the Telework Policy with an effective date of April 1, 2019, with a phased implementation.
- Oversight of the Implementation Plan to be done through One/HR
 - Develop and Implement the Communication strategy
 - Finalize guidelines to support management and employees with establishing telework agreements.
 - Increase awareness of the Policy
 - Complete readiness assessment
 - Develop IT acquisition and roll-out plans

Burke, Julie

From: Allard, Myriam
Sent: February 13, 2019 09:49 AM
To: Shivji-Prasad, Shahina; Saindon, Hubert
Cc: Keir, Jennifer; Burke, Julie; Thibodeau, MarcR (HRB-HQ)
Subject: Telework at the CBSA.pdf
Attachments: Telework at the CBSA.pdf

ECHR Presentation for Telework... French will follow shortly.



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Alternate Working Arrangement – *Telework Policy*

Executive Committee Human Resources

Labour Relations and Compensation Directorate

February 14, 2019



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Purpose

- To seek approval of the *CBSA Alternate Working Arrangements - Telework Policy*;
- To articulate the implementation strategy considerations; and
- Outline next steps.



Background

- The current TBS policy was introduced in 1999.
- The Policy was extensively used in the GTA Trade Operations in early 2000 to address infrastructure challenges. The practice was discontinued.
- The Agency does not have a consistent practice regarding telework.
- A consistent approach is required whether it is to address requests for employees or infrastructure strategies such as Activity Based Workplaces (ABW).



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Examples of work that can potentially be performed:

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff Classification 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • Duties requiring special network access



Policy Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
<ul style="list-style-type: none"> Not all types of work is conducive to telework. 	<ul style="list-style-type: none"> Management has make that determination in a fair and transparent manner. Develop Guidelines, Qs&As to help management make those determinations.
<ul style="list-style-type: none"> Not all CBSA employees have the proper equipment (laptops etc.) to telework. There may be a potential impact of increased demand on IT who will not be able to address all demands at once. Client support availability 	<ul style="list-style-type: none"> Partnership with ISTB to develop IT acquisition and roll out plan. We must ensure that there is the proper IT security in place to support the increased demand for telework.
<ul style="list-style-type: none"> ABW facilities (April 1, 2019 for ATL Regional Office) 	<ul style="list-style-type: none"> The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements.
<ul style="list-style-type: none"> Awareness for managers and employees 	<ul style="list-style-type: none"> In order to address the negative perception associated with Telework, create awareness sessions to ensure that delegated managers understand the Policy and the benefits associated with it.
<ul style="list-style-type: none"> Readiness Assessment 	<ul style="list-style-type: none"> Complete the readiness assessment in partnership with IT and Security.



Proposed Next Steps

- Approve the Alternate Working Arrangements - Telework Policy with an effective date of April 1, 2019, with a staged implementation.
- One|HR to oversee:
 - The development and Implementation of the Communication strategy
 - The implementation of guidelines to support management and employees with establishing telework agreements.
 - Completion of readiness assessment
 - Development of and IT acquisition and roll-out plans



Decisions Required

- Approval of the Alternate Working Arrangements – Telework Policy.
- Set the effective date of the Policy to April 1, 2019.
- One|HR to oversee the implementation of the Policy.

Burke, Julie

From: Shivji-Prasad, Shahina
Sent: February 13, 2019 09:51 AM
To: Allard, Myriam; Saindon, Hubert
Cc: Keir, Jennifer; Burke, Julie; Thibodeau, MarcR (HRB-HQ)
Subject: RE: Telework at the CBSA.pdf

Merci!

Shahina Shivji-Prasad
Tel: 613-948-3186 | BB:

From: Allard, Myriam
Sent: February 13, 2019 9:49 AM
To: Shivji-Prasad, Shahina ; Saindon, Hubert
Cc: Keir, Jennifer ; Burke, Julie ; Thibodeau, MarcR (HRB-HQ)
Subject: Telework at the CBSA.pdf

ECHR Presentation for Telework... French will follow shortly.

Burke, Julie

From: Binet, Geneviève
Sent: February 13, 2019 11:31 AM
To: Fodor, Dana
Cc: Burke, Julie; Tremblay, Daniel; Gualtieri, Francesca; Chartier, Isabelle; Maisonneuve, Justine
Subject: RE: Telework Policy consultation

Good morning,

We've socialized the draft policy with our DG table so that we could provide you with high level feedback on the content of the policy. What are the planned next steps – i.e. timing for OneHR?

We've broken down the comments into various groupings:

Policy:

- References to the document being a PSPC policy should be changed to CBSA.
- In the definitions, where there is mention in the "Cost Effective" definition about costs being recouped during telework, how will costs be recouped? The remainder of the document does not reference this so there is uncertainty around it. Suggest either removing the reference or clarifying it.
- In the "Secure Remote Access" definition, there is the statement that "Having remote access does not define an employee as a teleworker." We believe the comment is out of place within this definition and should be included in the main body of the policy, rather than in the definitions.
- There are concerns that there is no wording stating that having a full-time telework arrangement does not include never having to come into the office for meetings, training, etc.
 - There should be an expectation that if logistically possible, full-time telework employees will participate in person for certain activities as required.
 - There is a difference between telework and duty to accommodate. We have employees that have both but that should be defined. This point on page 6 of the appendices partially covers it but it would be preferable to see it addressed in the policy itself.
 - From appendices: When required by the delegated manager and with reasonable notice, the employee will return to the designated workplace at their own expense to work on urgent/operational priorities. (Note that it is not just urgent / operational priorities that could bring an employee into the workplace but also important meetings, workshops, town halls, team retreats, training, etc.)
- Full-time telework carries the risk of isolation and disconnection from colleagues. While we are working hard to put collaboration tools in place, these tools still will not replace the benefits of being face to face with colleagues.
 - Employees will be in several locations across the country. Groups understand the importance of creating that team connection and are planning and budgeting for those employees to travel to Ottawa at least a couple of times a year for that team building aspect. The same should hold true for local employees with telework arrangements. Again, if it is a duty to accommodate situation that would change the expectation of occasionally being on site.
- In the Definitions section, for the "Long distance teleworking" - it might be useful to specify both a minimum and maximum distance . Maximum because it may be feasible to have someone teleworking from Halifax or Vancouver but management may not like that idea. Perhaps there should be more parameters established for this.
- There are questions regarding the requirement for Occasional telework:

- are we really proposing an agreement for occasional telework? Would it be better placed under the “as required” telework?
- don’t think we need the burden of a formal agreement for occasional telework of 1-3 days per month for employees who need the odd day. Would suggest however that given it is more difficult for management to telework, that we give each and every manager an occasional telework agreement. That says to new managers that the organization is flexible and supportive of managers being able to work off site as needed. Most of us do that now but standardizing it would ensure all managers have that flexibility.
- Within the Policy Requirements, should there be a statement that indicates the level of protection of the telework agreement (e.g. Protected B) once complete.
- Where the conditions are listed prior to the approval of the Telework arrangement, the fourth bullet about the conditions being met, there should be a sub-bullet that if a telework arrangement is due to a medical condition (referencing the Duty to Accommodate), a doctor’s note should be provided to the delegated manager to properly identify a suitable telework arrangement with the employee where functional limitations exist.
- Where the conditions are listed prior to the approval of the Telework arrangement, suggest changing the wording of the first sub-bullet (fourth bullet, first sub-bullet) to ‘the nature of the work to be performed is operationally feasible in a telework context’.
- With regard to the Telework Agreement being reviewed six months into the arrangement and to last a maximum of 12 months, why is it so prescriptive? Telework agreements can be shorter than 6 months, so this requirement wouldn’t apply. Telework agreements can be reviewed any time at the employee’s or delegated manager’s request. Would suggest rewording this but with a best practice that it’s reviewed with the employee at least once before the end date.
- Within the roles and responsibilities section, we’re not sure what the second bullet, about providing the employee with counselling and guidance about telework is referring to. Some examples would be helpful to understand this one.
- The note within the Delegated Manager (supervisor) section of the roles and responsibilities (R&R) about the T2200 form – could this be merged with the one regarding taxes after the employee responsibilities? The content is substantially similar and seems like a duplicate effort to keep the two notes separate.
- Within the employee portion of the R&R, would suggest that internet and telephone costs also be included in the maintaining costs associated with the Telework place (hydro, etc.)

Appendices:

- Previous versions of this telework agreement had wording regarding advising the employee to consult their bargaining agent before undertaking a telework agreement.
 - Was there a reason this was removed?
 - What is the role of the bargaining agent? It might be beneficial to outline the roles and responsibilities of employees, managers and bargaining agents in the establishment of telework agreements.
- Annual Review of the Telework Agreement: the table requires the signature of the director while the telework agreement itself requires the delegated manager’s signature
- List of Material: Consider adding a table that lists the material/equipment that the employee is supplied with to perform their job function from their telework location (along with what will NOT be provided, such as a printer)
- Pre-Requirements for Teleworkers: consider adding wording to the third bullet to make the expectations around performance explicit (i.e., achieves a “succeeds” or “succeeds +” in their performance reviews).
- Employee Self-Assessment: Rather than present this as “check boxes”, consider requiring the employee to write a text supporting their request for telework and list the following questions as points to consider when elaborating their case.
- suggest that the second last item in the checklist (page 3) be updated so that it starts with the word “ensures” (take out “take the necessary steps”)
- agreement condition # 8 - should include wording to indicate meeting at the designated workplace, For example, add highlighted text: ‘... manager and will, when necessary, meet at the designated workplace to review the work...’

- agreement condition # 13 – suggest including internet and telephone, specifically, in addition to current list (rather than “etc.”)
- agreement condition # 15 – agree that this should be changed to have the employee bring the equipment to their designated workplace or the closest CBSA office, if they are working Long Distance
- agreement condition # 16 – why would the teleworker need to bring the workstation to the office on a regular basis for updates? Wouldn't the patches get pushed to their machines?
- Agreement condition # 20 – suggest that the wording of this condition doesn't align to the contract aspect of the agreement (e.g. “the employee will”); suggest including this aspect in the policy and then any reference to the employee having to take the training would remain in this section.
- Agreement condition # 28 – timeline of at least once every 12 months doesn't align with the policy, which requires a review at six months and max at 12 months. Is the intention to have a review only part-way through?
- In appendix A,
 - In #22 – does it count as an official inspection under OHS?
 - part B – why does the manager need to sign? Is it only to show receipt of the document? If so, would suggest making that element more clear, because wouldn't it be the employee has to state the information is correct, not the manager?
 - #27: suggest provide specific details regarding what constitutes a breach in the telework environment and the appropriate/required reporting steps
- In appendix B, Physical Elements:
 - Why does the room where telework is to take place have to have a lock-able door? If the laptop has to be locked up, and the equipment turned off and logged out of, why is a lock needed? If it is needed, does the employee need to lock the door when they leave the room?
 - The sixth bullet, that the employee must allow periodic visits by the manager or CBSA security, contradicts condition #25 in the agreement
- In appendix C
 - part A6, for the manager, the second bullet, “see B.5” should be removed as it is not relevant to CBSA
 - part A12
 - first paragraph – “Some employees may need only a pen and some paper” should be removed; it's not valid
 - third paragraph – wouldn't all IT equipment need to connect to the network?
 - Third paragraph – are the references to PSPC policies (the hyperlinks) valid and applicable to CBSA employees as well? If not, aren't there corresponding CBSA policy links that should be used instead?
 - The last two paragraphs are duplication of previous content
 - Part B8 – Workplace 2.0 is not relevant to CBSA
 - Part C7 – the reference to Protected A, B or C – the policy referred to Protected B. Is this difference intentional? What is the purpose?

Overall comments on the proposed documentation:

- There are repeated references to other government departments (OGDs) and OGD tools and policies in both documents (e.g. My GCHR). This needs to be cleaned up.
- Formatting and nomenclature is inconsistent. In some cases certain terms are in initial caps whereas others they are not (e.g. Telework Place vs Telework place vs telework place). In other instances different names are used for what seems believe is the same thing (e.g. Telework Agreement vs Telework Plan and Telework Agreement vs Telework Agreement Arrangement Document)
- It should be clearer re: Telework Request Form vs a Telework Agreement. It should link the two somehow. Are they different, are they the same. Is the Agreement the completed telework request form?
- Teleworker needs to be defined.

The following comments are based on discussions we have been having within the branch on the future of telework – these are considerations that we have as a management team. It would be ideal if the policy was able to address some

of these. In other cases where decisions are at the branch's/manager's discretion, please let me know if we are on the right track – if not, we would appreciate clarification.

Comment/ understanding of goals :

- Consistent approach to unsuitable functions/people
 - Requirement for access to classified networks
 - Requirement for in-person support
 - Employees who require closer and/or more hands-on direction and supervision
 - Poor performers (substantiated by the PMA cycle)
 - Requirement to do work that cannot be taken home
 - Requirement for hands-on work
 - Requirement to deal with physical records that cannot leave the workplace
 - Requirement to use specialized equipment that cannot leave the workplace
- Required tools, etc
 - Paperless processes, incl digital signature capability
 - Routine, predictable timing for meetings
 - Insert PMA measurements for autonomy, etc
 - Videoconferencing
 - Collaborative tools
 - Common approach to hours of work
 - Clear expectations for managers AND employees
- Barriers
 - Need to coordinate schedules (to ensure coverage)
 - Need to combat alienation
 - Infrastructure may need improvements (datacentre bandwidth, etc)
 - Administrative burden (E.g. how to keep all staff informed of issues/direction/etc in an efficient and timely manner)
 - Time zones
- Other considerations
 - Callback for Ops requirements
 - Core business hours
 - Need clarity
 - Maybe need to be present at the office for a while to get to know your co-workers
 - Should be regularly reviewed with employees
 - What about phones? If only cellular, does it make conference calls more difficult?

I know there is a lot of information here and you are juggling the needs of many while trying to provide general guidance to a workforce with diverse work requirements (i.e. BSO vs HQ staff). We appreciate the opportunity to engage with you on this!

Regards,

Geneviève Binet

Director General | Directrice générale

Business, Corporate Projects and Portfolio Management Directorate | Direction des affaires, des projets corporatifs et de la gestion du portefeuille

Information, Science and Technology Branch | Direction générale de l'information, des sciences et de la technologie

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Genevieve.Binet@cbsa-asfc.gc.ca

From: Fodor, Dana

Sent: January 28, 2019 4:34 PM

To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Binet, Geneviève <Genevieve.Binet@cbsa-asfc.gc.ca>; Tremblay, Daniel <Daniel.Tremblay@cbsa-asfc.gc.ca>; Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>

Subject: RE: Telework Policy consultation

Good afternoon,

Following the meeting we had this afternoon, I provide you with a draft copy of the updated documents for your review and comments – this is more for the readiness for this new policy.

Should you need to discuss further details, please do not hesitate to contact Julie or Francesca.

Thank you.

Dana Fodor

Conseillère principale en relations travail | Senior Labour Relations Advisor
Agence des services frontaliers du Canada | Canada Border Services Agency
100 Metcalfe Street | 100, rue Metcalfe, Ottawa ON K1A 0L8
dana.fodor@cbsa-asfc.gc.ca | Tel: 613-957-8251 | fax: 613-948-9838
ATS | TTY : 1-866-335-3237

Burke, Julie

From: Burke, Julie
Sent: February 13, 2019 04:49 PM
To: Binet, Geneviève
Cc: Tremblay, Daniel; Gualtieri, Francesca; Chartier, Isabelle; Maisonneuve, Justine
Subject: RE: Telework Policy consultation
Attachments: Alternate Work Arrangement - Telework Policy.pdf

Good afternoon Genevieve,

Thank you for providing comments on the draft policy. We have done a lot of work on the Policy since our meeting, the guidelines need some serious attention.

We are going to ECHR tomorrow to get approval on the Policy and we will be going to One/HR in March to work on the implementation plan.

I have attached the latest draft of the Policy, it addresses a lot of the concerns listed below. Again, much work needs to be done on the guidelines and I will be doing that over the next few weeks. Your comments will be very helpful in this exercise.
thanks

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
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Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Binet, Geneviève
Sent: February 13, 2019 11:31 AM
To: Fodor, Dana <Dana.Fodor@cbsa-asfc.gc.ca>
Cc: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Tremblay, Daniel <Daniel.Tremblay@cbsa-asfc.gc.ca>; Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Chartier, Isabelle <Isabelle.Chartier@cbsa-asfc.gc.ca>; Maisonneuve, Justine <Justine.Maisonneuve@cbsa-asfc.gc.ca>
Subject: RE: Telework Policy consultation

Good morning,

We've socialized the draft policy with our DG table so that we could provide you with high level feedback on the content of the policy. What are the planned next steps – i.e. timing for OneHR?

We've broken down the comments into various groupings:

Policy:

- References to the document being a PSPC policy should be changed to CBSA.
- In the definitions, where there is mention in the "Cost Effective" definition about costs being recouped during telework, how will costs be recouped? The remainder of the document does not reference this so there is uncertainty around it. Suggest either removing the reference or clarifying it.
- In the "Secure Remote Access" definition, there is the statement that "Having remote access does not define an employee as a teleworker." We believe the comment is out of place within this definition and should be included in the main body of the policy, rather than in the definitions.
- There are concerns that there is no wording stating that having a full-time telework arrangement does not include never having to come into the office for meetings, training, etc.
 - There should be an expectation that if logistically possible, full-time telework employees will participate in person for certain activities as required.
 - There is a difference between telework and duty to accommodate. We have employees that have both but that should be defined. This point on page 6 of the appendices partially covers it but it would be preferable to see it addressed in the policy itself.
 - From appendices: When required by the delegated manager and with reasonable notice, the employee will return to the designated workplace at their own expense to work on urgent/operational priorities. (Note that it is not just urgent / operational priorities that could bring an employee into the workplace but also important meetings, workshops, town halls, team retreats, training, etc.)
- Full-time telework carries the risk of isolation and disconnection from colleagues. While we are working hard to put collaboration tools in place, these tools still will not replace the benefits of being face to face with colleagues.
 - Employees will be in several locations across the country. Groups understand the importance of creating that team connection and are planning and budgeting for those employees to travel to Ottawa at least a couple of times a year for that team building aspect. The same should hold true for local employees with telework arrangements. Again, if it is a duty to accommodate situation that would change the expectation of occasionally being on site.
- In the Definitions section, for the "Long distance teleworking" - it might be useful to specify both a minimum and maximum distance . Maximum because it may be feasible to have someone teleworking from Halifax or Vancouver but management may not like that idea. Perhaps there should be more parameters established for this.
- There are questions regarding the requirement for Occasional telework:
 - are we really proposing an agreement for occasional telework? Would it be better placed under the "as required" telework?
 - don't think we need the burden of a formal agreement for occasional telework of 1-3 days per month for employees who need the odd day. Would suggest however that given it is more difficult for management to telework, that we give each and every manager an occasional telework agreement. That says to new managers that the organization is flexible and supportive of managers being able to work off site as needed. Most of us do that now but standardizing it would ensure all managers have that flexibility.
- Within the Policy Requirements, should there be a statement that indicates the level of protection of the telework agreement (e.g. Protected B) once complete.
- Where the conditions are listed prior to the approval of the Telework arrangement, the fourth bullet about the conditions being met, there should be a sub-bullet that if a telework arrangement is due to a medical condition (referencing the Duty to Accommodate), a doctor's note should be provided to the delegated manager to properly identify a suitable telework arrangement with the employee where functional limitations exist.

- Where the conditions are listed prior to the approval of the Telework arrangement, suggest changing the wording of the first sub-bullet (fourth bullet, first sub-bullet) to 'the nature of the work to be performed is operationally feasible in a telework context'.
- With regard to the Telework Agreement being reviewed six months into the arrangement and to last a maximum of 12 months, why is it so prescriptive? Telework agreements can be shorter than 6 months, so this requirement wouldn't apply. Telework agreements can be reviewed any time at the employee's or delegated manager's request. Would suggest rewording this but with a best practice that it's reviewed with the employee at least once before the end date.
- Within the roles and responsibilities section, we're not sure what the second bullet, about providing the employee with counselling and guidance about telework is referring to. Some examples would be helpful to understand this one.
- The note within the Delegated Manager (supervisor) section of the roles and responsibilities (R&R) about the T2200 form – could this be merged with the one regarding taxes after the employee responsibilities? The content is substantially similar and seems like a duplicate effort to keep the two notes separate.
- Within the employee portion of the R&R, would suggest that internet and telephone costs also be included in the maintaining costs associated with the Telework place (hydro, etc.)

Appendices:

- Previous versions of this telework agreement had wording regarding advising the employee to consult their bargaining agent before undertaking a telework agreement.
 - Was there a reason this was removed?
 - What is the role of the bargaining agent? It might be beneficial to outline the roles and responsibilities of employees, managers and bargaining agents in the establishment of telework agreements.
- Annual Review of the Telework Agreement: the table requires the signature of the director while the telework agreement itself requires the delegated manager's signature
- List of Material: Consider adding a table that lists the material/equipment that the employee is supplied with to perform their job function from their telework location (along with what will NOT be provided, such as a printer)
- Pre-Requirements for Teleworkers: consider adding wording to the third bullet to make the expectations around performance explicit (i.e., achieves a "succeeds" or "succeeds +" in their performance reviews).
- Employee Self-Assessment: Rather than present this as "check boxes", consider requiring the employee to write a text supporting their request for telework and list the following questions as points to consider when elaborating their case.
- suggest that the second last item in the checklist (page 3) be updated so that it starts with the word "ensures" (take out "take the necessary steps")
- agreement condition # 8 - should include wording to indicate meeting at the designated workplace, For example, add highlighted text: '... manager and will, when necessary, meet at the designated workplace to review the work...'
- agreement condition # 13 – suggest including internet and telephone, specifically, in addition to current list (rather than "etc.")
- agreement condition # 15 – agree that this should be changed to have the employee bring the equipment to their designated workplace or the closest CBSA office, if they are working Long Distance
- agreement condition # 16 – why would the teleworker need to bring the workstation to the office on a regular basis for updates? Wouldn't the patches get pushed to their machines?
- Agreement condition # 20 – suggest that the wording of this condition doesn't align to the contract aspect of the agreement (e.g. "the employee will"); suggest including this aspect in the policy and then any reference to the employee having to take the training would remain in this section.
- Agreement condition # 28 – timeline of at least once every 12 months doesn't align with the policy, which requires a review at six months and max at 12 months. Is the intention to have a review only part-way through?
- In appendix A,
 - In #22 – does it count as an official inspection under OHS?

- part B – why does the manager need to sign? Is it only to show receipt of the document? If so, would suggest making that element more clear, because wouldn't it be the employee has to state the information is correct, not the manager?
- #27: suggest provide specific details regarding what constitutes a breach in the telework environment and the appropriate/required reporting steps
- In appendix B, Physical Elements:
 - Why does the room where telework is to take place have to have a lock-able door? If the laptop has to be locked up, and the equipment turned off and logged out of, why is a lock needed? If it is needed, does the employee need to lock the door when they leave the room?
 - The sixth bullet, that the employee must allow periodic visits by the manager or CBSA security, contradicts condition #25 in the agreement
- In appendix C
 - part A6, for the manager, the second bullet, "see B.5" should be removed as it is not relevant to CBSA
 - part A12
 - first paragraph – "Some employees may need only a pen and some paper" should be removed; it's not valid
 - third paragraph – wouldn't all IT equipment need to connect to the network?
 - Third paragraph – are the references to PSPC policies (the hyperlinks) valid and applicable to CBSA employees as well? If not, aren't there corresponding CBSA policy links that should be used instead?
 - The last two paragraphs are duplication of previous content
 - Part B8 – Workplace 2.0 is not relevant to CBSA
 - Part C7 – the reference to Protected A, B or C – the policy referred to Protected B. Is this difference intentional? What is the purpose?

Overall comments on the proposed documentation:

- There are repeated references to other government departments (OGDs) and OGD tools and policies in both documents (e.g. My GCHR). This needs to be cleaned up.
- Formatting and nomenclature is inconsistent. In some cases certain terms are in initial caps whereas others they are not (e.g. Telework Place vs Telework place vs telework place). In other instances different names are used for what seems believe is the same thing (e.g. Telework Agreement vs Telework Plan and Telework Agreement vs Telework Agreement Arrangement Document)
- It should be clearer re: Telework Request Form vs a Telework Agreement. It should link the two somehow. Are they different, are they the same. Is the Agreement the completed telework request form?
- Teleworker needs to be defined.

The following comments are based on discussions we have been having within the branch on the future of telework – these are considerations that we have as a management team. It would be ideal if the policy was able to address some of these. In other cases where decisions are at the branch's/manager's discretion, please let me know if we are on the right track – if not, we would appreciate clarification.

Comment/ understanding of goals :

- Consistent approach to unsuitable functions/people
 - Requirement for access to classified networks
 - Requirement for in-person support
 - Employees who require closer and/or more hands-on direction and supervision
 - Poor performers (substantiated by the PMA cycle)
 - Requirement to do work that cannot be taken home
 - Requirement for hands-on work
 - Requirement to deal with physical records that cannot leave the workplace
 - Requirement to use specialized equipment that cannot leave the workplace

- Required tools, etc
 - Paperless processes, incl digital signature capability
 - Routine, predictable timing for meetings
 - Insert PMA measurements for autonomy, etc
 - Videoconferencing
 - Collaborative tools
 - Common approach to hours of work
 - Clear expectations for managers AND employees
- Barriers
 - Need to coordinate schedules (to ensure coverage)
 - Need to combat alienation
 - Infrastructure may need improvements (datacentre bandwidth, etc)
 - Administrative burden (E.g. how to keep all staff informed of issues/direction/etc in an efficient and timely manner)
 - Time zones
- Other considerations
 - Callback for Ops requirements
 - Core business hours
 - Need clarity
 - Maybe need to be present at the office for a while to get to know your co-workers
 - Should be regularly reviewed with employees
 - What about phones? If only cellular, does it make conference calls more difficult?

I know there is a lot of information here and you are juggling the needs of many while trying to provide general guidance to a workforce with diverse work requirements (i.e. BSO vs HQ staff). We appreciate the opportunity to engage with you on this!

Regards,

Geneviève Binet

Director General | Directrice générale

Business, Corporate Projects and Portfolio Management Directorate | Direction des affaires, des projets corporatifs et de la gestion du portefeuille

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From: Fodor, Dana

Sent: January 28, 2019 4:34 PM

To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Binet, Geneviève <Genevieve.Binet@cbsa-asfc.gc.ca>; Tremblay, Daniel <Daniel.Tremblay@cbsa-asfc.gc.ca>; Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>

Subject: RE: Telework Policy consultation

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Should you need to discuss further details, please do not hesitate to contact Julie or Francesca.

Thank you.

Dana Fodor

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<mime-attachment>



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Work Arrangement

Telework Policy

PROTECTION

SERVICE

INTEGRITY



PROTECTION

SERVICE

INTÉGRITÉ

PROTECTION • SERVICE • INTEGRITY

Canada

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- Code of Conduct
- Conflict of Interest and Post *Employment*
- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- Appropriate *Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Burke, Julie

From: Rigg, Jacqueline
Sent: February 15, 2019 01:36 PM
To: Thibodeau, MarcR (HRB-HQ); Burke, Julie
Subject: FW: Alternate work arrangements
Attachments: rc485-17e.pdf; rc486-17e.pdf

Jacqueline Rigg
Vice-President, Human Resources Branch
Tel: 613-948-3180
Vice-présidente, Direction générale des ressources humaines
Tel: 613-948-3180

From: Anawati, Lisa
Sent: February 15, 2019 8:00 AM
To: Rigg, Jacqueline
Subject: Alternate work arrangements

Hi Jacqueline,

As promised attached are questionnaires designed to help managers and employees reflect before they make the decision to enter into a telework arrangement.

CRA has had a telework policy for years and their infozone site (which is accessible from Atlas) has a lot of useful information including a step –by-step guide, suggestions for training health and safety, security etc.

I hope this helps

Lisa



Virtual Work Arrangement Suitability Evaluation – Employee Questionnaire

This evaluation questionnaire will help you determine whether you are a good candidate for virtual work and whether that type of arrangement is truly suitable for you. This questionnaire will prepare you to discuss the subject with your manager.

1. Evaluation of personal characteristics

Questions to ask to determine whether I am a good candidate for virtual work		
Do I have good communication skills?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I a self-motivated person?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I results-oriented?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I capable of setting my priorities and managing my time?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I capable of working independently (without needing constant supervision or feedback)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I self-disciplined (the home has numerous distractions)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I self-sufficient and do I have initiative?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Am I comfortable working with reduced social contacts?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Do I have good knowledge of the work?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Do I have good technological skills?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

For Telework Requests Only

2. Evaluation of the various aspects of a telework arrangement

Have you considered the following factors prior to requesting to participate in a telework arrangement?		
Costs / Savings		
Transportation and parking expenses.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Meal and clothing expenses.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Possible increase in heating and electricity expenses.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Possible expenses to fit up a practical, safe work space in your home.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Work environment		
Family obligations (child care, children's meals, children's return from school, and care for seniors) may interfere with my professional obligations.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The social implications (possibility of isolation and monotony).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The necessity to have access to work tools such as the library, reference documents, photocopier, computer, and the expertise of colleagues.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The security requirements.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The health and safety requirement.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The sharing of work between colleagues, availability for discussions.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Availability of central services, such as human resources, counselling, and administrative services.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Performance		
The establishment of measurable work objectives, the evaluation of performance and supervision (behaviour observed at a distance).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Career		
Long-term impact on promotion opportunities (e.g., relationships, professional network, visibility, new responsibilities, and temporary promotions).	<input type="checkbox"/> Yes	<input type="checkbox"/> No



Virtual Work Arrangement Suitability Evaluation – Manager Questionnaire

This evaluation questionnaire will help you determine whether the employee has the ideal personal characteristics and whether the request is operationally feasible.

1. Evaluation of the employee's personal characteristics		
Questions to ask to determine whether I am a good candidate for virtual work		
Does the employee have good communication skills?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the employee self-motivated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the employee results-oriented?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the employee capable of setting priorities and managing time?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Can the employee work without constant supervision or feedback?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the employee disciplined?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the employee self-sufficient and does he or she have initiative?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Do you believe the employee would be comfortable working with reduced social contact?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the employee have good knowledge of the work?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the employee have good technological skills?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

For Telework Requests Only		
2. Evaluation of operational factors		
Factors to consider to determine whether the telework request is operationally feasible		
Does the work team already have teleworkers and, if so, would the schedules be problematic?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are the employee's tasks quantifiable, measurable, or based on a project?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are their minimal requirements for face-to-face contact with the manager, other employees, clients, or the public?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
It is possible to set clear work objectives?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Can the tasks can be clearly defined?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the employee deal with protected or classified information?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Will the impact on other members of the work team be minimal and manageable?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Will client services and the services related to Official Languages be compromised by the approval of this telework arrangement?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Burke, Julie

From: Burke, Julie
Sent: February 15, 2019 04:26 PM
To: McKinnon, Chastity; MacPhee, Jennifer; Oslund, Jodi; Smith, Janis; Laurencelle-Peace, Lisa; Grewal, Jyoti; Wright, Melinda; Fortin, Lily-Claude; Baxter, Shawna
Cc: Nasrallah, MichelN
Subject: Telework Policy
Attachments: Telework Policy.pdf; FR_Telework Policy.pdf

Please find attached the CBSA Telework Policy that was endorsed at EC yesterday. The Policy will not come into effect until April 1, 2019 with a phased in approach.

Over the coming weeks we will be developing guidelines, Q&As etc to support managers as well as a Comms plan.

Have a great weekend.

Julie Burke

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Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
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Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Work Arrangements

Telework Policy



PROTECTION • SERVICE • INTEGRITY

Canada

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure that the employee is aware of their obligations pursuant to the *Canada Labour Code Part II* and review the working conditions with the employee to identify health and safety concerns.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the *Canada Labour Code Part II* and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and

- meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.
- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- Code of Conduct
- Conflict of Interest and Post *Employment*
- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- Appropriate *Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Régime de travail flexible

Politique sur le télétravail

PROTECTION
SERVICE
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Canada

Énoncé de politique

La présente politique de l'Agence des services frontaliers du Canada (ASFC) vise à appuyer les demandes de télétravail des employés, sous réserve de certaines conditions, lorsqu'il est possible d'accomplir la nature du travail sur le plan opérationnel et qu'il est rentable.

Date d'entrée en vigueur

La politique entre en vigueur le 1^{er} avril 2019 et elle doit être exécutée lorsque les critères de réussite sont en vigueur.

Préambule

L'ASFC s'est engagée à mettre en valeur le bien-être en milieu de travail ainsi qu'à faire place aux régimes de travail non conventionnels qui tiennent compte des progrès technologiques, de l'évolution de la culture du milieu de travail ainsi que de la sensibilisation croissante de la population à l'égard des répercussions environnementales et sociales des déplacements entre la maison et le travail. Le télétravail est un régime de travail flexible pouvant être utilisé par la direction, à sa discrétion, en fonction de ce qui précède. Cette option doit être réalisable sur le plan opérationnel et contribuer à l'atteinte des objectifs de l'organisation.

Le télétravail peut être avantageux tant pour l'organisation que pour les employés, notamment :

1. La capacité d'attirer et de maintenir en poste des employés hautement qualifiés;
2. Offrir diverses options pour équilibrer la vie professionnelle et la vie personnelle.

Objectif

Permettre aux employés de travailler à un autre endroit que le lieu de travail désigné, tout en continuant de contribuer à l'atteinte des objectifs organisationnels et à la rentabilité de l'ASFC.

Définitions

Gestionnaire délégataire – gestionnaire de l'ASFC de niveau 3.

Lieu de travail désigné – emplacement où l'employé devrait normalement travailler en l'absence d'une entente de télétravail.

Télétravail – régime de travail officiel convenu par écrit dans le cadre duquel un employé remplit une partie ou l'ensemble de ses fonctions ailleurs qu'au lieu de travail désigné, et ce, de façon uniforme et périodique (p. ex. une journée par semaine), tel que précisé dans une entente de télétravail. Cela ne comprend pas des événements ponctuels où un employé travaille à un endroit autre que le lieu de travail désigné.

Exigences de la politique

La participation au régime est facultative, c'est-à-dire qu'aucun membre du personnel ne peut être tenu de télétravailler. De même, le télétravail est un privilège et non un droit, et chaque cas sera traité séparément. Les critères de réussite devant être respectés avant la mise en œuvre d'une entente de télétravail sont les suivants :

- L'approbation des demandes de participation au télétravail d'une entente de télétravail sera traité séparément; ~~fera cas par cas~~;
- Les paramètres d'une telle entente doivent être consignés dans un *formulaire de demande de télétravail*;
- Une entente de télétravail doit être remplie et signée par l'employé et par le gestionnaire délégataire avant le début de l'entente de télétravail;
- Une copie de l'entente de télétravail doit être fournie à la Direction des relations de travail et de la rémunération;
- L'entente de télétravail doit être révisée à tous les six mois;
- L'entente de télétravail sera automatiquement révisée :
 - Si les priorités et les objectifs de travail ne sont pas respectés;
 - Conjointement avec le cycle de gestion du rendement;
 - À la demande de l'employé ou du gestionnaire délégataire;
 - En cas d'urgence, à la demande du gestionnaire délégataire.
- Les parties conviennent que les situations ponctuelles de télétravail ne sont pas visées par la présente Politique. De plus, le télétravail au titre de ladite politique ne doit pas servir à faciliter des obligations à temps plein en matière de soins familiaux (p. ex. s'occuper d'un membre de la famille malade; s'occuper d'enfants durant des journées de perfectionnement professionnel).

Avant l'approbation, et durant toute la durée de l'entente de télétravail, le gestionnaire délégataire doit veiller au respect et au maintien des conditions suivantes :

- La nature du travail à effectuer doit convenir au télétravail;
- Le travail à effectuer ne requiert pas l'impression de documents;
- Il est toujours possible de joindre l'employé par téléphone durant les heures de travail, conformément à l'entente de télétravail;
- Un seul appareil (politique d'un appareil) peut être fourni à l'employé pour le travail à effectuer au lieu de travail désigné et de télétravail;
- L'équipement requis doit être disponible;
- Les performances du travail effectué par télétravail peuvent être mesurées objectivement;
- La qualité et la quantité globales du travail effectué au lieu de télétravail doivent être soutenues et répondre pleinement aux attentes en matière de rendement;
- Le télétravail ne doit avoir aucune incidence défavorable quant à la prestation des services au public; à la clientèle;
- L'approbation du télétravail doit être rentable;
- Le matériel utilisé pour le télétravail doit être conforme aux politiques pertinentes de l'ASFC;

- Toutes les lois pertinentes, y compris la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite* sont respectés;
- Les modalités de responsabilité concernant la gestion de l'information au lieu de télétravail répondent aux exigences en matière de sécurité;
- La sécurité ou la protection de l'information et d'autres actifs de l'ASFC ne sont pas compromises par le lieu de télétravail;
- Il n'y a aucun problème de rendement ou de comportement;
- Il y a d'autres problèmes relativement au *Code de conduite* qui ne sont peut-être pas liés au télétravail, mais qui exigent le retour de l'employé au lieu de travail désigné.

Un manquement à ces exigences peut entraîner l'annulation de l'entente de télétravail.

L'une ou l'autre des parties peut mettre fin à une entente de télétravail en fournissant un préavis de quatre semaines. Lorsque la direction met fin à l'entente, le gestionnaire délégataire doit fournir par écrit à l'employé concerné les motifs de la fin à l'entente.

L'ASFC doit fournir à l'employé le matériel et les fournitures jugés nécessaires pour l'exécution des tâches attribuées.

Rôles et responsabilités

Le gestionnaire délégataire (superviseur) et l'employé en télétravail sont responsables de respecter leurs obligations respectives découlant de la Politique sur le télétravail et de l'entente connexe.

Gestionnaire délégataire

- Consulter, au besoin, les Relations de travail en cas de question sur les droits et obligations d'un employé en télétravail;
- S'assurer que l'employé satisfait aux conditions décrites dans la section des exigences de la Politique avant d'approuver une entente de télétravail, et que ces conditions sont respectées tout au long de l'entente;
- S'assurer que l'employé a pris connaissance de ses obligations quant à la Partie II du *Code Canadien du travail* et vérifier les conditions de travail de l'employé, afin d'identifier les préoccupations quant aux normes de santé et de sécurité;
- S'assurer que les formulaires de demande de télétravail sont envoyés à la Direction des relations de travail et de la rémunération. En cas de refus, le gestionnaire délégataire consignera ses motifs par écrit, à l'employé;
- Déterminer le matériel et les fournitures nécessaires pour exécuter les tâches attribuées;
- Prendre les mesures nécessaires en vue de l'installation, de l'entretien, de la réparation et de la récupération du matériel fourni (à la fin de l'entente de télétravail).

Employé

- Examiner et comprendre la présente politique, et s'y conformer;
- Respecter toutes les lois pertinentes, telles que la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite*;
- S'assurer que son lieu de télétravail :
 - Est un lieu de travail convenable, de sorte que l'employé pourra se conformer à la présente politique et à son entente de télétravail;
 - Est conforme aux règlements municipaux de zonage;
 - Satisfait aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application.
- Lors du télétravail, l'employé doit :
 - Satisfaire aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application;
 - Protéger tout renseignement de nature délicate ainsi que les actifs de l'ASFC et satisfaire à toutes les exigences de sécurité, conformément à la politique pertinente;
 - Payer les frais afférents liés au télétravail (p. ex. assurance, chauffage, eau, services Internet, etc.).
- Informer immédiatement le gestionnaire (superviseur) de toute exigence qui n'est plus satisfaite ou s'il soupçonne que cette exigence n'est plus satisfaite;
- Payer les frais afférents liés au mobilier de bureau (p. ex. bureau, chaise, table d'ordinateur, etc.) du lieu de télétravail.

Directeur général, Relations de travail et rémunération

- Fournir des conseils et de l'orientation sur la façon d'appliquer la présente politique;
- Fournir des rapports sur les ententes de télétravail en vigueur conformément à la présente politique;
- Évaluer et mettre à jour la présente politique à intervalles réguliers. =.

Surveillance et rapports

Les Relations de travail superviseront l'efficacité de la politique en évaluant l'utilisation qui est en est faite et la conformité avec les exigences de la politique.

Principaux ouvrages de référence

- *Code canadien du travail*
- *Code de conduite*
- *Conflit d'intérêts et après-mandat*
- *Politique sur la sécurité de l'information*
- *Politique sur l'utilisation des ressources électroniques*
- *Politique sur la sécurité des technologies de l'information (TI)*
- *Loi sur les relations de travail dans le secteur public fédéral*

- *Conventions collectives pertinentes*
- *Politique sur la sécurité*
- *Utilisation appropriée des réseaux électroniques*

Demandes de renseignements

Veuillez faire parvenir toute demande de renseignements sur cette politique aux Relations de travail.

Burke, Julie

From: Burke, Julie
Sent: February 19, 2019 12:00 PM
To: Mullin-Baker, Patricia
Subject: RE: CIC Telework Policy

Excellent. Thanks

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
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From: Mullin-Baker, Patricia
Sent: February 19, 2019 11:09 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>
Subject: CIC Telework Policy

Hi Julie,
I saved copies of IRCC's (CIC) policy on our shared drive. The telework agreement is one page.

- CIC Telework Policy (5 pages)
- CIC Telework FAQ (2 pages)

- CIC Telework Guide (20 pages)
 1. [Telework: A Matter of Choice](#)
 2. [CIC Approach to Telework](#)
 3. [Perspectives of the Manager/Supervisor and the Employee](#)
 4. [CIC Telework Agreement](#)
 5. [Questions And Answers](#)
 6. [Appendix A - Employee Self-Assessment](#)
 7. [Appendix B - Security](#)

Patricia Mullin-Baker

Senior Labour Relations Advisor, Human Resources Branch

Canada Border Services Agency / Government of Canada
patricia.mullin-baker@cbsa-asfc.gc.ca / NEW Tel: 613-948-9859

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patricia.mullin-baker@cbsa-asfc.gc.ca / NOUVEAU Tél. : 613-948-9859

Burke, Julie

From: MacPhee, Jennifer
Sent: February 20, 2019 09:27 AM
To: Burke, Julie
Subject: RE: Telework Policy

Hi Julie,

We are ok to distribute to managers correct? As our move is approaching quickly in the HRM- Regional managers should start having discussions on how to apply the policy fairly and consistently.

Thanks,
Jennifer

From: Burke, Julie
Sent: February 15, 2019 5:26 PM
To: McKinnon, Chastity ; MacPhee, Jennifer ; Oslund, Jodi ; Smith, Janis ; Laurencelle-Peace, Lisa ; Grewal, Jyoti ; Wright, Melinda ; Fortin, Lily-Claude ; Baxter, Shawna
Cc: Nasrallah, MichelN
Subject: Telework Policy

Please find attached the CBSA Telework Policy that was endorsed at EC yesterday. The Policy will not come into effect until April 1, 2019 with a phased in approach.

Over the coming weeks we will be developing guidelines, Q&As etc to support managers as well as a Comms plan.

Have a great weekend.

Julie Burke

Director, Workplace Issues Management

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Burke, Julie

From: Benouattaf, Rachida
Sent: February 25, 2019 03:35 PM
To: Burke, Julie
Cc: Benouattaf, Rachida
Subject: Telework Agreement - Security Clause

Bonjour Julie,

C'est pour vous confirmer que mon équipe et moi sommes prêts à apporter notre contribution par rapport au volet sécurité des ententes de télétravail.

Comment voulez-vous procéder? Est-ce que vous souhaitez rédiger le document et on vous fournit nos commentaires, ou bien on vous envoie les clauses sur la sécurité à incorporer directement dans le document?

Je suis disponible pour discuter, si nécessaire.

Merci,
Rachida

Rachida Benouattaf, MBA
Director, Infrastructure and Information Security Division
Security and Professional Standards Directorate
Canada Border Services Agency / Government of Canada
Rachida.Benouattaf@cbsa-asfc.gc.ca / Tel: 343-291-5968 / Cel:

Directrice, Division de l'infrastructure et de la sécurité de l'information
Direction de la Sécurité et des normes professionnelles
Agence des Services frontaliers du Canada / Gouvernement du Canada
Rachida.Benouattaf@cbsa-asfc.gc.ca / Tél: 343-291-5968 / Cél:

Burke, Julie

From: Burke, Julie
Sent: March 9, 2019 12:34 PM
To: Benouattaf, Rachida
Subject: RE: Telework Agreement - Security Clause

Hi Rachida,

I am now just catching up on emails. If you have the clauses you can send them to me and I will incorporate into the document.
thanks

Julie Burke

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From: Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Sent: February 25, 2019 3:35 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Subject: Telework Agreement - Security Clause

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Burke, Julie

From: Deveau, Pierre
Sent: March 13, 2019 07:44 AM
To: Burke, Julie
Cc: Lockwood, Dawn; Davies, Hollie
Subject: HR's Teleworking Policy and comms

Hi Julie,

Just wanted to quickly follow-up on our discussion from Monday. Any chance that you could provide us with a draft copy of HR's Teleworking Policy and other documents that are currently being worked on? Anything that you can provide would be great and would definitely help us to start prepping comms!

Speaking of communications, we would recommend that we post the Policy on the Labour Relations page on Atlas, and promote the Policy via a message in the CBSA Daily and perhaps a short segment on a future edition of Border Update to highlight what the Policy's about.

Any concerns with our approach?

Thanks,
Pierre

Pierre Deveau

Senior Communications Advisor, Strategic Policy Branch

Canada Border Services Agency / Government of Canada

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pierre.deveau@cbsa-asfc.gc.ca / Tél. : 613-948-4013

Burke, Julie

From: Burke, Julie
Sent: March 17, 2019 01:03 PM
To: 'jp.fortin@ciu-sdi.ca'; 'Patricia D. Williams'
Subject: Proposed CBSA Telework Policy
Attachments: Alternate Work Arrangement - Telework Policy.pdf

Good afternoon,

I am writing to consult on the proposed new CBSA Telework Policy. Although we have been following the TSB Policy, senior management felt it was important for the CBSA to have its own Policy to not only attract and retain employees but also to promote a healthy workplace.

In the coming weeks and months, we will be developing guidelines for managers and employees, Questions and Answers and a communications plan.

Please provide me with your comments by March 28, 2019. I am available to discuss if you wish.

Julie Burke

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Canada Border
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Alternate Work Arrangement

Telework Policy

PROTECTION

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PROTECTION

SERVICE

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Canada

Policy Statement

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CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

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2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- Code of Conduct
- Conflict of Interest and Post *Employment*
- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- Appropriate *Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Burke, Julie

From: Jean-Pierre Fortin <jp.fortin@ciu-sdi.ca>
Sent: March 17, 2019 04:26 PM
To: Burke, Julie
Subject: RE: Proposed CBSA Telework Policy

Good afternoon Julie,

Thank you for the proposed policy and for consulting with CIU. As you know, the PSAC is the Bargaining Agent and I will have to run this proposed policy by PSAC before I can provide you with feedback. There are also bargaining demands related to telework.

To be clear, it is not CIU's intent to block this initiative – it is to ensure that the proper channels are respected.

Finally, we will do our best to provide comments by March 28, 2019 but I cannot guarantee that we will be able to make that deadline.

Respectfully,

JP

Envoyé de mon iPhone

From: Burke, Julie [mailto:Julie.Burke@cbsa-asfc.gc.ca]
Sent: Sunday, March 17, 2019 1:03 PM
To: Jean-Pierre Fortin; 'Patricia D. Williams'
Subject: Proposed CBSA Telework Policy

Good afternoon,

I am writing to consult on the proposed new CBSA Telework Policy. Although we have been following the TSB Policy, senior management felt it was important for the CBSA to have its own Policy to not only attract and retain employees but also to promote a healthy workplace. In the coming weeks and months, we will be developing guidelines for managers and employees, Questions and Answers and a communications plan.

Please provide me with your comments by March 28, 2019. I am available to discuss if you wish.

Julie Burke

Director, Workplace Issues Management

Canada Border Services Agency / Government of Canada

Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237

Directrice, Gestion des enjeux en milieu de travail

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Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237

Burke, Julie

From: Deveau, Pierre
Sent: March 18, 2019 08:34 AM
To: Burke, Julie
Cc: Lockwood, Dawn; Davies, Hollie
Subject: RE: HR's Teleworking Policy and comms

Bon matin Julie,

Following up on this. As April 1st is fast approaching (only 10 working days left), appreciate if we could get a copy (even if still in draft form) of the Policy to start drafting communications products.

Any updates on your end that we should be aware of?

Thanks, Pierre

Pierre Deveau

Senior Communications Advisor, Strategic Policy Branch

Canada Border Services Agency / Government of Canada

pierre.deveau@cbsa-asfc.gc.ca / Tel: 613-948-4013

Conseiller principal des communications, Direction générale de la politique stratégique

Agence des services frontaliers du Canada / Gouvernement du Canada

pierre.deveau@cbsa-asfc.gc.ca / Tél. : 613-948-4013

From: Deveau, Pierre
Sent: March 13, 2019 7:44 AM
To: Burke, Julie
Cc: Lockwood, Dawn ; Davies, Hollie
Subject: HR's Teleworking Policy and comms

Hi Julie,

Just wanted to quickly follow-up on our discussion from Monday. Any chance that you could provide us with a draft copy of HR's Teleworking Policy and other documents that are currently being worked on? Anything that you can provide would be great and would definitely help us to start prepping comms!

Speaking of communications, we would recommend that we post the Policy on the Labour Relations page on Atlas, and promote the Policy via a message in the CBSA Daily and perhaps a short segment on a future edition of Border Update to highlight what the Policy's about.

Any concerns with our approach?

Thanks,
Pierre

Pierre Deveau

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pierre.deveau@cbsa-asfc.gc.ca / Tél. : 613-948-4013

Burke, Julie

From: Burke, Julie
Sent: March 18, 2019 04:23 PM
To: Deveau, Pierre
Cc: Lockwood, Dawn; Davies, Hollie
Subject: RE: HR's Teleworking Policy and comms
Attachments: Alternate Work Arrangement - Telework Policy.pdf

Hi Pierre, please find attached the Policy that has been endorsed by EC. We are still consulting with the bargaining agents at this time. As discussed, we wanted a soft launch as I am working with ISTB on a procurement plan as most employees are not equipped to telework and we didn't want wide advertisement of the policy and then bombard IT with requests for laptops. Happy to review any comms product you develop!
 Merci

Julie Burke

*Director, Workplace Issues Management
 Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

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Sent: March 18, 2019 8:34 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Lockwood, Dawn <Dawn.Lockwood@cbsa-asfc.gc.ca>; Davies, Hollie <Hollie.Davies@cbsa-asfc.gc.ca>
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Thanks, Pierre

Pierre Deveau

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pierre.deveau@cbsa-asfc.gc.ca / Tél. : 613-948-4013

From: Deveau, Pierre

Sent: March 13, 2019 7:44 AM

To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>

Cc: Lockwood, Dawn <Dawn.Lockwood@cbsa-asfc.gc.ca>; Davies, Hollie <Hollie.Davies@cbsa-asfc.gc.ca>

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Any concerns with our approach?

Thanks,
Pierre

Pierre Deveau

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Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Work Arrangement

Telework Policy

PROTECTION
INTEGRITY

SERVICE



PROTECTION
INTÉGRITÉ

SERVICE

PROTECTION • SERVICE • INTEGRITY

Canada

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

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- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- Code of Conduct
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- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- Appropriate *Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Burke, Julie

From: Nasrallah, MichelN
Sent: March 20, 2019 12:30 PM
To: Burke, Julie
Subject: Telework Policy and supporting docs

Hey Julie

What is status of the guidelines and FAQs? Can I see the draft?

Some colleagues/clients are already drafting their own btw...I've advised them that these are coming soon and they should not go ahead until they see ours.

Michel Nasrallah

Director, Labour Relations Operations / Directeur, Relations de travail opérationnel

Canada Border Services Agency / Agence des services frontaliers du Canada

MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

Burke, Julie

From: Patricia D. Williams <pdwill@pipsc.ca>
Sent: March 20, 2019 08:11 PM
To: Burke, Julie
Cc: jp.fortin@ciu-sdi.ca
Subject: Re: Proposed CBSA Telework Policy

Hi Julie,

Sorry to not respond. I will look at this tomorrow and get back to you.

Patricia

On Sun, Mar 17, 2019 at 1:03 PM Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca> wrote:

Good afternoon,

I am writing to consult on the proposed new CBSA Telework Policy. Although we have been following the TSB Policy, senior management felt it was important for the CBSA to have its own Policy to not only attract and retain employees but also to promote a healthy workplace.

In the coming weeks and months, we will be developing guidelines for managers and employees, Questions and Answers and a communications plan.

Please provide me with your comments by March 28, 2019. I am available to discuss if you wish.

Julie Burke

Director, Workplace Issues Management

Canada Border Services Agency / Government of Canada

Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237

Directrice, Gestion des enjeux en milieu de travail

Agence des services frontaliers du Canada / Gouvernement du Canada

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--

Patricia Williams

PIPSC Steward
OEB President
NCR Executive
CBSA Consultation President

Burke, Julie

From: Patricia D. Williams <pdwill@pipsc.ca>
Sent: March 20, 2019 08:29 PM
To: Burke, Julie
Cc: jp.fortin@ciu-sdi.ca
Subject: Re: Proposed CBSA Telework Policy

Ah, I got your out of office and thought I would look at it tonight.
I am a little confused by this statement as I don't know how it can be assessed/validated?
I will re-read the rest and get back to you with any other comments.
Patricia

- Ensure that his or her Telework place:

- o is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;

- o conforms to municipal zoning regulations; and

- o meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

On Wed, Mar 20, 2019 at 8:10 PM Patricia D. Williams <pdwill@pipsc.ca> wrote:
Hi Julie,

Sorry to not respond. I will look at this tomorrow and get back to you.

Patricia

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Julie Burke

Director, Workplace Issues Management

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--

Patricia Williams

PIPSC Steward

OEB President

NCR Executive

CBSA Consultation President

--

Patricia Williams

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OEB President

NCR Executive

CBSA Consultation President

Burke, Julie

From: Thibodeau, MarcR (HRB-HQ)
Sent: March 21, 2019 11:15 AM
To: Burke, Julie
Cc: Allard, Myriam
Subject: FW: Alternative Work Arrangement - CRA, IRCC & PSPC
Attachments: Alternative Work Arrangement V.1.xlsx

FYI-AA

From: Janes, Lisa CBSA-ASFC
Sent: March 21, 2019 10:43 AM
To: Thibodeau, MarcR (HRB-HQ)
Subject: FW: Alternative Work Arrangement - CRA, IRCC & PSPC

Bonjour Marc – as briefly mentioned – here is a side-by-side comparison of the AWA in three other departments that could help guide us for future...

From: Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>
Sent: March-20-19 6:26 PM
To: Janes, Lisa CBSA-ASFC <Lisa.Janes@cbsa-asfc.gc.ca>; Grewal, Jyoti <Jyoti.Grewal@cbsa-asfc.gc.ca>
Subject: Alternative Work Arrangement - CRA, IRCC & PSPC

Hi Lisa and Jyoti

For our meeting tomorrow morning --- fyi on another depts. and their application of Alternate Work Arrangements.

Thanks

Marija

Marija Cuvalo

A/Director, Corporate and Program Services Division, Operations Branch

Canada Border Services Agency / Government of Canada

Marija.Cuvalo@cbsa-asfc.gc.ca / Tel: 905-803-5345 / TTY: 866-335-3237

Directrice p.i., Division des services organisationnels et aux programmes,

Direction générale des opérations

Agence des services frontaliers du Canada / Gouvernement du Canada

Marija.Cuvalo@cbsa-asfc.gc.ca / Tél: 905-803-5345 / ATS: 866-335-3237

Burke, Julie

From: Jean-Pierre Fortin <jp.fortin@ciu-sdi.ca>
Sent: March 26, 2019 12:04 PM
To: Burke, Julie
Cc: Thibodeau, MarcR (HRB-HQ)
Subject: RE: Proposed CBSA Telework Policy

Good afternoon Julie,

An email was sent from PSAC FB Negotiator Morgan Gay to TB Negotiator Ted Leindecker on this matter. Feedback on the CBSA telework policy will be discussed at the bargaining table. That said, at this time, the PSAC/CIU will not prevent CBSA from going forward with the policy on April 1st. I spoke with Marc Thibodeau on this matter.

JP

From: Burke, Julie [mailto:Julie.Burke@cbsa-asfc.gc.ca]
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Subject: Proposed CBSA Telework Policy

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Burke, Julie

From: Nasrallah, MichelN
Sent: March 26, 2019 12:04 PM
To: MacPhee, Jennifer; Oslund, Jodi; Smith, Janis; Grewal, Jyoti; Wright, Melinda; Fortin, Lily-Claude; Baxter, Shawna; Chartrand, Isabelle
Cc: Demers, Ann; Plant, Ashley; Burke, Julie
Subject: FW: Telework Policy - POSTPONED / Politique sur le télétravail - REPORTÉ
Attachments: Telework Policy.pdf; FR_Telework Policy.pdf
Importance: High

Hi y'all,

Just a quick note to advise you that the formal launch will be delayed while the supporting tools including the Telework Arrangement Form, Q&As and the comms plan are finalized. We should have a better sense next week as to the timing. In the meantime, if you have staff or clients with telework requests, the current provisions apply (i.e. manager's discretion unless it is a Duty to Accommodate, need to ensure proper security of protected information, etc.) and we'd suggest keeping track of such requests/telework situations – and following up with these clients with the appropriate CBSA governance tools once they are in place.

Thanks for your patience – and don't hesitate to advise if you have any questions or concerns.

Cheers

Salut à tous,

Juste une petite note pour vous informer que le lancement officiel sera retardé pour permettre que les outils de support, y compris le formulaire d'arrangement de télétravail, les questions / réponses et le plan de communication soient finalisés. Nous devrions avoir une meilleure idée de la date la semaine prochaine. Entre-temps, si vous avez des demandes de télétravail parmi votre équipe ou vos clients, les dispositions en vigueur s'appliquent (c.-à-d. La discrétion du gestionnaire sauf s'il s'agit de Mesures d'adaptation, la nécessité de garantir la sécurité des informations protégées, etc.) et nous suggérons de garder trace de telles demandes / situations de télétravail – et ensuite faire un suivi avec ces clients avec les outils de gouvernance appropriés du l'ASFC une fois qu'ils sont en place.

Merci de votre patience et n'hésitez pas à nous contacter si vous avez des questions ou des inquiétudes.

Michel Nasrallah

Director, Labour Relations Operations / Directeur, Relations de travail opérationnel
 Canada Border Services Agency / Agence des services frontaliers du Canada
MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry: 613-220-3339

From: Burke, Julie

Sent: February 15, 2019 4:26 PM

To: McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>; MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Oslund, Jodi <Jodi.Oslund@cbsa-asfc.gc.ca>; Smith, Janis <Janis.Smith@cbsa-asfc.gc.ca>; Laurencelle-Peace, Lisa <Lisa.Laurencelle-Peace@cbsa-asfc.gc.ca>; Grewal, Jyoti <Jyoti.Grewal@cbsa-asfc.gc.ca>; Wright, Melinda <Melinda.Wright@cbsa-asfc.gc.ca>; Fortin, Lily-Claude <Lily-Claude.Fortin@cbsa-asfc.gc.ca>; Baxter, Shawna <Shawna.Baxter@cbsa-asfc.gc.ca>

Cc: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>

Subject: Telework Policy

Please find attached the CBSA Telework Policy that was endorsed at EC yesterday. The Policy will not come into effect until April 1, 2019 with a phased in approach.

Over the coming weeks we will be developing guidelines, Q&As etc to support managers as well as a Comms plan.

Have a great weekend.

Julie Burke

Director, Workplace Issues Management

Canada Border Services Agency / Government of Canada

Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237

Directrice, Gestion des enjeux en milieu de travail

Agence des services frontaliers du Canada / Gouvernement du Canada

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Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Work Arrangements

Telework Policy



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Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criteria are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure that the employee is aware of their obligations pursuant to the Canada Labour Code Part II and review the working conditions with the employee to identify health and safety concerns.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and

- meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.
- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- Code of Conduct
- Conflict of Interest and Post *Employment*
- Information Security Policy
- Policy on the *Use of Electronic Resources*
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.



Canada Border
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Agence des services
frontaliers du Canada



Régime de travail flexible

Politique sur le télétravail

PROTECTION
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Canada

Énoncé de politique

La présente politique de l'Agence des services frontaliers du Canada (ASFC) vise à appuyer les demandes de télétravail des employés, sous réserve de certaines conditions, lorsqu'il est possible d'accomplir la nature du travail sur le plan opérationnel et qu'il est rentable.

Date d'entrée en vigueur

La politique entre en vigueur le 1^{er} avril 2019 et elle doit être exécutée lorsque les critères de réussite sont en vigueur.

Préambule

L'ASFC s'est engagée à mettre en valeur le bien-être en milieu de travail ainsi qu'à faire place aux régimes de travail non conventionnels qui tiennent compte des progrès technologiques, de l'évolution de la culture du milieu de travail ainsi que de la sensibilisation croissante de la population à l'égard des répercussions environnementales et sociales des déplacements entre la maison et le travail. Le télétravail est un régime de travail flexible pouvant être utilisé par la direction, à sa discrétion, en fonction de ce qui précède. Cette option doit être réalisable sur le plan opérationnel et contribuer à l'atteinte des objectifs de l'organisation.

Le télétravail peut être avantageux tant pour l'organisation que pour les employés, notamment :

1. La capacité d'attirer et de maintenir en poste des employés hautement qualifiés;
2. Offrir diverses options pour équilibrer la vie professionnelle et la vie personnelle.

Objectif

Permettre aux employés de travailler à un autre endroit que le lieu de travail désigné, tout en continuant de contribuer à l'atteinte des objectifs organisationnels et à la rentabilité de l'ASFC.

Définitions

Gestionnaire délégué – gestionnaire de l'ASFC de niveau 3.

Lieu de travail désigné – emplacement où l'employé devrait normalement travailler en l'absence d'une entente de télétravail.

Télétravail – régime de travail officiel convenu par écrit dans le cadre duquel un employé remplit une partie ou l'ensemble de ses fonctions ailleurs qu'au lieu de travail désigné, et ce, de façon uniforme et périodique (p. ex. une journée par semaine), tel que précisé dans une entente de télétravail. Cela ne comprend pas des événements ponctuels où un employé travaille à un endroit autre que le lieu de travail désigné.

Exigences de la politique

La participation au régime est facultative, c'est-à-dire qu'aucun membre du personnel ne peut être tenu de télétravailler. De même, le télétravail est un privilège et non un droit, et chaque cas sera traité séparément. Les critères de réussite devant être respectés avant la mise en œuvre d'une entente de télétravail sont les suivants :

- L'approbation des demandes de participation au télétravail d'une entente de télétravail sera traité séparément; ~~fera cas par cas~~;
- Les paramètres d'une telle entente doivent être consignés dans un *formulaire de demande de télétravail*;
- Une entente de télétravail doit être remplie et signée par l'employé et par le gestionnaire délégataire avant le début de l'entente de télétravail;
- Une copie de l'entente de télétravail doit être fournie à la Direction des relations de travail et de la rémunération;
- L'entente de télétravail doit être révisée à tous les six mois;
- L'entente de télétravail sera automatiquement révisée :
 - Si les priorités et les objectifs de travail ne sont pas respectés;
 - Conjointement avec le cycle de gestion du rendement;
 - À la demande de l'employé ou du gestionnaire délégataire;
 - En cas d'urgence, à la demande du gestionnaire délégataire.
- Les parties conviennent que les situations ponctuelles de télétravail ne sont pas visées par la présente Politique. De plus, le télétravail au titre de ladite politique ne doit pas servir à faciliter des obligations à temps plein en matière de soins familiaux (p. ex. s'occuper d'un membre de la famille malade; s'occuper d'enfants durant des journées de perfectionnement professionnel).

Avant l'approbation, et durant toute la durée de l'entente de télétravail, le gestionnaire délégataire doit veiller au respect et au maintien des conditions suivantes :

- La nature du travail à effectuer doit convenir au télétravail;
- Le travail à effectuer ne requiert pas l'impression de documents;
- Il est toujours possible de joindre l'employé par téléphone durant les heures de travail, conformément à l'entente de télétravail;
- Un seul appareil (politique d'un appareil) peut être fourni à l'employé pour le travail à effectuer au lieu de travail désigné et de télétravail;
- L'équipement requis doit être disponible;
- Les performances du travail effectué par télétravail peuvent être mesurées objectivement;
- La qualité et la quantité globales du travail effectué au lieu de télétravail doivent être soutenues et répondre pleinement aux attentes en matière de rendement;
- Le télétravail ne doit avoir aucune incidence défavorable quant à la prestation des services au public; à la clientèle;
- L'approbation du télétravail doit être rentable;
- Le matériel utilisé pour le télétravail doit être conforme aux politiques pertinentes de l'ASFC;

Employé

- Examiner et comprendre la présente politique, et s'y conformer;
- Respecter toutes les lois pertinentes, telles que la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite*;
- S'assurer que son lieu de télétravail :
 - Est un lieu de travail convenable, de sorte que l'employé pourra se conformer à la présente politique et à son entente de télétravail;
 - Est conforme aux règlements municipaux de zonage;
 - Satisfait aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application.
- Lors du télétravail, l'employé doit :
 - Satisfaire aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application;
 - Protéger tout renseignement de nature délicate ainsi que les actifs de l'ASFC et satisfaire à toutes les exigences de sécurité, conformément à la politique pertinente;
 - Payer les frais afférents liés au télétravail (p. ex. assurance, chauffage, eau, services Internet, etc.).
- Informer immédiatement le gestionnaire (superviseur) de toute exigence qui n'est plus satisfaite ou s'il soupçonne que cette exigence n'est plus satisfaite;
- Payer les frais afférents liés au mobilier de bureau (p. ex. bureau, chaise, table d'ordinateur, etc.) du lieu de télétravail.

Directeur général, Relations de travail et rémunération

- Fournir des conseils et de l'orientation sur la façon d'appliquer la présente politique;
- Fournir des rapports sur les ententes de télétravail en vigueur conformément à la présente politique;
- Évaluer et mettre à jour la présente politique à intervalles réguliers.=.

Surveillance et rapports

Les Relations de travail superviseront l'efficacité de la politique en évaluant l'utilisation qui est en est faite et la conformité avec les exigences de la politique.

Principaux ouvrages de référence

- *Code canadien du travail*
- *Code de conduite*
- *Conflit d'intérêts et après-mandat*
- *Politique sur la sécurité de l'information*
- *Politique sur l'utilisation des ressources électroniques*
- *Politique sur la sécurité des technologies de l'information (TI)*
- *Loi sur les relations de travail dans le secteur public fédéral*

- *Conventions collectives pertinentes*
- *Politique sur la sécurité*
- *Utilisation appropriée des réseaux électroniques*

Demandes de renseignements

Veillez faire parvenir toute demande de renseignements sur cette politique aux Relations de travail.

Burke, Julie

From: Regimbald, Linda on behalf of Burke, Julie
Sent: March 26, 2019 01:09 PM
To: Plant, Ashley
Subject: FW: Proposed CBSA Telework Policy

Ashley,

For your information

Linda Régimbald
Administrative Assistant / Adjointe administrative
18 Floor / 18e étage
100 Metcalfe Street / 100, rue Metcalfe
Ottawa, ON K1A 0L8
linda.regimbald@cbsa-asfc.gc.ca
613-948-9844
fax: 613-948-9838
Teletypewriter number / Télécopieur 1-866-335-3237

From: Jean-Pierre Fortin <jp.fortin@ciu-sdi.ca>
Sent: March 26, 2019 12:04 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Subject: RE: Proposed CBSA Telework Policy

Good afternoon Julie,

An email was sent from PSAC FB Negotiator Morgan Gay to TB Negotiator Ted Leindecker on this matter. Feedback on the CBSA telework policy will be discussed at the bargaining table. That said, at this time, the PSAC/CIU will not prevent CBSA from going forward with the policy on April 1st. I spoke with Marc Thibodeau on this matter.

JP

From: Burke, Julie [<mailto:Julie.Burke@cbsa-asfc.gc.ca>]
Sent: Sunday, March 17, 2019 1:03 PM
To: Jean-Pierre Fortin; 'Patricia D. Williams'
Subject: Proposed CBSA Telework Policy

Good afternoon,

I am writing to consult on the proposed new CBSA Telework Policy. Although we have been following the TSB Policy, senior management felt it was important for the CBSA to have its

own Policy to not only attract and retain employees but also to promote a healthy workplace.

In the coming weeks and months, we will be developing guidelines for managers and employees, Questions and Answers and a communications plan.

Please provide me with your comments by March 28, 2019. I am available to discuss if you wish.

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

Burke, Julie

From: Williams, Patricia
Sent: April 1, 2019 09:35 AM
To: Burke, Julie
Subject: Telework Policy

Hi Julie,

Have you finalized the Telework Policy? Is it being published today?

Thanks.

Patricia Williams

Burke, Julie

From: Burke, Julie
Sent: April 3, 2019 08:33 AM
To: 'Patricia D. Williams'
Subject: RE: Proposed CBSA Telework Policy

Hi Patricia,

We have gathered many policies from other departments to work with when creating our own. I have IRCC, PSCP, ESDC...

The policy has not gone live yet and looking forward to seeing your comments.
thanks

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

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From: Patricia D. Williams <pdwill@pipsc.ca>
Sent: March 27, 2019 8:05 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: jp.fortin@ciu-sdi.ca
Subject: Re: Proposed CBSA Telework Policy

Good morning,

I have obtained lots of Telework Policies from other departments. Are you interested in seeing them?

Patricia

On Wed, Mar 20, 2019 at 8:28 PM Patricia D. Williams <pdwill@pipsc.ca> wrote:

Ah, I got your out of office and thought I would look at it tonight.
I am a little confused by this statement as I don't know how it can be assessed/validated?
I will re-read the rest and get back to you with any other comments.
Patricia

- Ensure that his or her Telework place:

- is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
- conforms to municipal zoning regulations; and
- meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

On Wed, Mar 20, 2019 at 8:10 PM Patricia D. Williams <pdwill@pipsc.ca> wrote:
Hi Julie,

Sorry to not respond. I will look at this tomorrow and get back to you.

Patricia

On Sun, Mar 17, 2019 at 1:03 PM Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca> wrote:

Good afternoon,

I am writing to consult on the proposed new CBSA Telework Policy. Although we have been following the TSB Policy, senior management felt it was important for the CBSA to have its own Policy to not only attract and retain employees but also to promote a healthy workplace.

In the coming weeks and months, we will be developing guidelines for managers and employees, Questions and Answers and a communications plan.

Please provide me with your comments by March 28, 2019. I am available to discuss if you wish.

Julie Burke

Director, Workplace Issues Management

Canada Border Services Agency / Government of Canada

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Julie.Burke@cbsa-asfc.gc.ca / T l. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237

--

Patricia Williams
PIPSC Steward
OEB President
NCR Executive
CBSA Consultation President

--

Patricia Williams
PIPSC Steward
OEB President
NCR Executive
CBSA Consultation President

--

Patricia Williams
PIPSC Steward
OEB President
NCR Executive
CBSA Consultation President

Burke, Julie

From: Benouattaf, Rachida
Sent: April 3, 2019 11:53 AM
To: Burke, Julie
Cc: Benouattaf, Rachida
Subject: FW: Telework - cyber.gc.ca

Julie,

For your information, additional information to be added. Will send you the security clauses in another email. Thank you
Rachida

Rachida Benouattaf, MBA
Director, Infrastructure and Information Security Division
Security and Professional Standards Directorate
Canada Border Services Agency / Government of Canada
Rachida.Benouattaf@cbsa-asfc.gc.ca / Tel: 343-291-5968 / Cel: 343-998-5357

Directrice, Division de l'infrastructure et de la sécurité de l'information
Direction de la Sécurité et des normes professionnelles
Agence des Services frontaliers du Canada / Gouvernement du Canada
Rachida.Benouattaf@cbsa-asfc.gc.ca / Tél: 343-291-5968 / Cél: 343-998-5357

From: Lessard, Pierre
Sent: April 3, 2019 11:47 AM
To: Benouattaf, Rachida ; Lukca, Michael ; Lukca, Michael
Cc: Thibodeau, MarcR (HRB-HQ)
Subject: RE: Telework - cyber.gc.ca

Merci Rachida. Je pense que les clauses de sécurité dans le gabarit d'entente que développe les RH pour le télétravail au sein de l'ASFC devrait faire référence à ce site.

Pierre Lessard

DG, Security and Professional Standards Directorate / Departmental Security Officer (DSO)
Canada Border Services Agency / Government of Canada
Pierre.Lessard@cbsa-asfc.gc.ca / Tel: 343-291-7726/ TTY: 866-335-3237

DG, Sécurité et normes professionnelles / Agent de sécurité du ministère (ASM)
Agence des services frontaliers du Canada / Gouvernement du Canada
Pierre.Lessard@cbsa-asfc.gc.ca / Tél: 343-291-7726 / TTY: 866-335-3237

De : Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Envoyé : 2 avril 2019 15:37
À : Lessard, Pierre <Pierre.Lessard@cbsa-asfc.gc.ca>; Lukca, Michael <Michael.Lukca@cbsa-asfc.gc.ca>; Lukca, Michael <Michael.Lukca@cbsa-asfc.gc.ca>
Cc : Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Objet : FW: Telework - cyber.gc.ca

FYI, great info, thanks Rachida

From: Stewart, Katherine - HQ

Sent: April 2, 2019 1:49 PM

To: Lanctôt, Denis <Denis.Lanctot@cbsa-asfc.gc.ca>; Laskowski, Robert <Robert.Laskowski@cbsa-asfc.gc.ca>; Sample, Ron <Ron.Sample@cbsa-asfc.gc.ca>

Cc: Richard, Wayne <Wayne.Richard@cbsa-asfc.gc.ca>; Riefesel, Tom <Tom.Riefesel@cbsa-asfc.gc.ca>; Campbell, Scott G <ScottG.Campbell@cbsa-asfc.gc.ca>; Eggleton, Robert <Robert.Eggleton@cbsa-asfc.gc.ca>

Subject: Telework - cyber.gc.ca

Hot of the press:

<https://cyber.gc.ca/en/guidance/telework-security-issues-itsap10016>

I'm assuming this is drafted with "domestic" telework in mind.

Katherine Stewart

Infrastructure and Information Security

Finance and Corporate Management Branch

Canada Border Services Agency / Government of Canada

katherine.stewart@cbsa-asfc.gc.ca / Tel: Tel: 343-291-7765/ TTY: 866-335-3237

Gestion de la sécurité et de l'infrastructure et l'information

Direction générale des finances et de la gestion organisationnelle Agence des services frontaliers du Canada / Gouvernement du Canada

katherine.stewart@cbsa-asfc.gc.ca / Tél. Tel: 343-291-7765 / ATS : 866-335-3237

Burke, Julie

From: Benouattaf, Rachida
Sent: April 3, 2019 12:08 PM
To: Burke, Julie
Cc: Benouattaf, Rachida
Subject: RE: Telework Agreement - Security Clause

Hi Julie,

Sorry for the late reply. Here is the security clause (English and French), please note that the clause is under review and will send you the revised one.

Security

1. The employee agrees to review and comply with Treasury Board Security Policy, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.
2. The employee will immediately notify the manager of any breach of security involving CBSA information and/or assets.

Sécurité

3. L'employé accepte de lire et de respecter les politiques, les normes et les procédures du Secrétariat du Conseil du Trésor et de prendre toutes les précautions raisonnables pour protéger les renseignements de nature délicate et les biens du gouvernement au lieu de télétravail contre une divulgation non autorisée, une perte, un vol, un incendie, une destruction, un dommage ou une modification.
4. L'employé informera immédiatement le gestionnaire de toute infraction à la sécurité qui concerne des renseignements ou des biens de l'ASFC.

Merci,
Rachida

Rachida Benouattaf, MBA
Director, Infrastructure and Information Security Division
Security and Professional Standards Directorate
Canada Border Services Agency / Government of Canada
Rachida.Benouattaf@cbsa-asfc.gc.ca / Tel: 343-291-5968 / Cel: 343-998-5357

Directrice, Division de l'infrastructure et de la sécurité de l'information
Direction de la Sécurité et des normes professionnelles
Agence des Services frontaliers du Canada / Gouvernement du Canada
Rachida.Benouattaf@cbsa-asfc.gc.ca / Tél: 343-291-5968 / Cél: 343-998-5357

From: Burke, Julie
Sent: March 9, 2019 12:34 PM
To: Benouattaf, Rachida
Subject: RE: Telework Agreement - Security Clause

Hi Rachida,

I am now just catching up on emails. If you have the clauses you can send them to me and I will incorporate into the document.
thanks

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

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Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Sent: February 25, 2019 3:35 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Subject: Telework Agreement - Security Clause

Bonjour Julie,

C'est pour vous confirmer que mon équipe et moi sommes prêts à apporter notre contribution par rapport au volet sécurité des ententes de télétravail.

Comment voulez-vous procéder? Est-ce que vous souhaitez rédiger le document et on vous fournit nos commentaires, ou bien on vous envoie les clauses sur la sécurité à incorporer directement dans le document?

Je suis disponible pour discuter, si nécessaire.

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Burke, Julie

From: Burke, Julie
Sent: April 3, 2019 02:43 PM
To: Benouattaf, Rachida
Cc: Gualtieri, Francesca
Subject: RE: Telework Agreement - Security Clause

Thanks Rachida. We will ensure that this is in the Telework agreement form.

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

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From: Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
Sent: April 3, 2019 12:08 PM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Benouattaf, Rachida <Rachida.Benouattaf@cbsa-asfc.gc.ca>
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Burke, Julie

From: Patricia D. Williams <pdwill@pipsc.ca>
Sent: April 5, 2019 02:00 PM
To: Burke, Julie
Subject: Re: Proposed CBSA Telework Policy

Hi Julie,

I have read and reviewed the Telework Policy a few times and compared it against the others I have. The only comment I have is that the time to end a agreed Telework arrangement is 4 weeks. Maybe it should end when one party cancels it? Employee should be able to return to the workplace the following week and maybe 2 weeks notice if management cancels the agreement?

Patricia

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The policy has not gone live yet and looking forward to seeing your comments.

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Julie Burke

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From: Patricia D. Williams <pdwill@pipsc.ca>
Sent: March 27, 2019 8:05 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: jp.fortin@ciu-sdi.ca
Subject: Re: Proposed CBSA Telework Policy

Good morning,

Welcome back from the sunny south.

I have obtained lots of Telework Policies from other departments. Are you interested in seeing them?

Patricia

On Wed, Mar 20, 2019 at 8:28 PM Patricia D. Williams <pdwill@pipsc.ca> wrote:

Ah, I got your out of office and thought I would look at it tonight.

I am a little confused by this statement as I don't know how it can be assessed/validated?

I will re-read the rest and get back to you with any other comments.

Patricia

- Ensure that his or her Telework place:

- o is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;

- o conforms to municipal zoning regulations; and

- o meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

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In the coming weeks and months, we will be developing guidelines for managers and employees, Questions and Answers and a communications plan.

Please provide me with your comments by March 28, 2019. I am available to discuss if you wish.

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Canada Border Services Agency / Government of Canada

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Patricia Williams

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Burke, Julie

From: Burke, Julie
Sent: April 5, 2019 03:39 PM
To: 'Patricia D. Williams'
Subject: RE: Proposed CBSA Telework Policy

Thanks Patricia!

Julie Burke

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From: Patricia D. Williams <pdwill@pipsc.ca>
Sent: April 5, 2019 2:00 PM
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Subject: Re: Proposed CBSA Telework Policy

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Burke, Julie

From: Williams, Patricia
Sent: April 11, 2019 12:01 PM
To: Burke, Julie
Cc: Eggleton, Robert
Subject: DSO and IT Security - Telework Policy

Good morning Julie,

I tried to talk to you but as I am leaving tomorrow until the 24th April I wanted to send you this email to say I have shared the Telework Policy with the group listed:
(Eggleton, Robert ; Campbell, Scott G ; Lanctôt, Denis ; Delarge, Patrick ; Mbuyi, Steve Anderson, Edith ; Lukca, Michael ; Armstrong, Jamie Jamie.Armstrong@cbsa-asfc.gc.ca)

They are from the DSO and IT Security and I met them this morning to discuss the DSO- Travel Policy that is currently being worked on. Which happens to be related to the Telework Policy you are currently working on as both policies are covering employees not on site. The group would like to have some verbiage to account for people requesting Telework privileges other than their normal Primary Residence. This includes secondary locations or locations outside of Canada. These requests require a higher level of review and a formalized risk assessment and then approval/denial.

This would reduce emails/questions and confusion from employees and reduce the work for HR while maintaining a healthy risk profile for the Agency.

I was thinking that people could use the same form that you have created but forward it to a DSO or IT Security mailbox (to be determined) to have a formal review done and an answer returned to the employee, the manager and HR. What do you think?

I was also thinking of something within the start of your document such as (in YELLOW):

Policy Statement:

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

(insert)

This Policy does not consider exceptions such as a secondary residence request or teleworking outside of Canada. For those situations you must refer to APPENDIX A.

APPENDIX A: Request for Exception Approval (placed near or at the end of Telework Policy document)

Request for Exception Approval

This appendix details the steps required to obtain an exception to the normal Telework Policy at CBSA and covers the following situations:

- Working part-time while on vacation
- Secondary residence – inside or outside of Canada

- Other situations that do not fall under the Telework Policy

To seek approval for the following situations you must fill out the **Telework Request Form** and send to the xxxx@cbsa-asfc.gc.ca (I will get the real mailbox address and below is the idea of the statement that will be reviewed and rewritten to ensure it covers the request) Does this policy also cover Consultants or Contractors?

Once your request is received, it will be processed within 10 business days (or 15?) and a response sent back.

Note: If you receive a approved exception and your situation changes and you want to continue Teleworking then you must immediately resubmit the original approved request and a new request detailing the change to your situation or if you are going to cancel the agreement then notify the above mailbox ASAP.

A reminder: What is Security?

The Policy on Government Security (PGS) defines Information Technology (IT) security as the "safeguards to preserve the confidentiality, integrity, availability, intended use and value of electronically stored, processed or transmitted information". The information and systems you use daily are critical to the CBSA's business operations.

The use of IT continues to grow at a dramatic pace, so do the threats to the security of computer systems and the information being processed, stored or transmitted by this technology. You are the best protection available: remain aware of your personal IT security responsibilities and your diligent use of security techniques. It is everyone's responsibility at the CBSA to ensure that the Agency's computers, communications systems and information are secure.

Patricia Williams

Team lead/ Chef d'équipe

Governance, Strategy and Major Projects/ Gouvernance, stratégie de la TI et projets majeurs IT Security and Continuity Division |

Division de la sécurité et de la continuité de la TI

Enterprise Services Directorate | Direction des services de l'entreprise

Information, Science and Technology Branch | Direction générale de l'information, des sciences et de la technologie

Canada Border Services Agency | Agence des services frontaliers du Canada

Ottawa, ON, K1A 0L8 | Ottawa, Ont., K1A 0L8

patriciawilliams@cbsa-asfc.gc.ca

Telephone | Téléphone 343-291-6694

Gouvernement of Canada | Gouvernement du Canada

Burke, Julie

From: Gualtieri, Francesca
Sent: April 12, 2019 09:55 AM
To: Girard, Claire
Cc: Burke, Julie
Subject: RE: Telework and Alternative Work Arrangements Policies and Guidelines

Hi Claire,

Thanks for your e-mail.

Please be aware that Labour Relations Programs is responsible for the Agency-wide Telework Policy and respective instruments related to telework. These documents will be launched in the near future.

Other Directorates within the Agency should not be creating their own telework policy.

If there are any questions, please ask your DG to correspond with Julie Burke or Marc Thibodeau.

Thanks and have a nice workday.

Francesca Gualtieri

Senior Advisor, Labour Relations Program, Human Resources Branch
Canada Border Services Agency / Government of Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NEW Tel: 613-946-4288

Conseillère principale, Programme des relations de travail, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NOUVEAU Tél. : 613-946-4288

From: Girard, Claire
Sent: April 12, 2019 9:41 AM
To: Gualtieri, Francesca
Subject: Telework and Alternative Work Arrangements Policies and Guidelines

Good morning Francesca,

I've been asked by my DG to develop Telework guidelines for my Directorate. I know that HR has been working on Telework/AWA policies and guidelines. Would it be possible to obtain copies of any draft policies and/or guidelines available?

Thank you for your assistance,

Claire Girard
Manager | Gestionnaire
Benefits Management Unit | Unité de la gestion des avantages
Canada Border Services Agency | Agence des services frontaliers du Canada
Government of Canada | Gouvernement du Canada
claire.girard@cbsa-asfc.gc.ca / Tel: 613-960-3576 NEW

Secret Network / Réseau secret !

Burke, Julie

From: Gualtieri, Francesca
Sent: April 12, 2019 05:01 PM
To: Christianson, Susanne
Cc: Burke, Julie
Subject: Telework: Previous Draft CBSA Documents
Attachments: All appendixes_Telework agreement(Jan 2019).doc; 20190412-AgreementForm.docx; 20190401-LRP-CIC-TeleworkPolicy

Hi Susanne,

This is the current status of the Telework exercise.

Policy

We need to obtain a word version of the *CBSA Telework Policy* from Julie in order to incorporate applicable changes, such as the correct terminologies (i.e. name of the TAA Form, amend the telework request form) and insert the applicable links (since it will be a policy posted on Atlas).

Also, not sure if we need to also include other references within the Policy (such as the TBS Telework Policy...look at the ESDC documents for applicable TBS related instruments). May also need to include other CBSA instruments (i.e. security/IT/OHS policies).

- All proposed changes to the current Policy needs to be actioned in a different colour for DGO approval.

Suggested LRP Instruments/documents to be created to accompany the Telework Policy:

1. CBSA Telework Guideline :
 - All applicable information supporting the Policy needs to be captured in this document.
 - Need to ensure we have a DTA section.
 - We will need to work with IT/Security/OHS to validate their proposed sections.
 - *Self Assessment Tool (?) – if required this can be an annex within the Guideline*
2. CBSA Telework Arrangement Agreement (TAA) Form
 - Instructions for completing the TAA Form – this would form part of the TAA
3. Other telework related forms:
 - Work with ISTB/Security/OHS to create the forms/documents required to accompany the TAA
4. Communications Message
 - Prepare proposed message for insider (see sample).
 - *Q&A* (to be available on our website) and included in the insider message.
 - Work with communications once we have a draft version of the message and Q&A approved by DGO.

Proposed Insider Message:

The Canada Border Services Agency (CBSA) is committed to fostering workplace well-being and providing policies and programs designed to help employees balance their work, personal and family responsibilities. Telework is one of several flexible work arrangements that may be considered within the context of the employer's operational requirements and employee needs.

The new *Telework Policy* describes the Agency's commitment to considering telework when appropriate, as well as the various requirements to be met when approving telework arrangements.

Please refer to the following *Questions and Answer* to learn more about telework related opportunities.

Employees are encouraged to discuss applicable telework possibilities with their respective manager or supervisor.

Management can consult accordingly with their regional Labour Relations Advisor for assistance regarding telework related situations.

TAA and Guideline

I started working on a draft *CBSA Telework Arrangement Agreement (TAA) Form* (see enclosed). For your reference, I used the *CIC sample*.

It would be beneficial to have an official form created for this purpose (instead of a word/PDF document) and refer to respective CBSA policies and guidelines for direction.

- We can include additional requirements in "section D" to validate the parties have read or understood specific requirements associated with applicable Policy/Guidelines.

Enclosed is a draft version of appendixes previously created by LRP.

- You can incorporate some applicable information found in the appendixes into "section D" of the TAA or in the actual Telework Guidelines.
- The sections in the Guideline specifically related to IT, security and OHS, will need to be validated accordingly.
- I do not believe we should have appendixes specifically for IT, security and OHS in the TAA. Instead, I would like to have mandatory forms (as per section B of the TAA form which refers to respective security, IT and OHS) which need to be completed in order to validate the TAA.

Forms

In terms of official forms, we need to validate who in the Agency would be responsible for created official forms. I assume it would be IT/communications. To be validated.

In the previous LRP documents, these following instruments were identified. Not sure if they still exist or are required for this purpose. This needs to be validated (CBSA Forms on Atlas).

- *Form T2200, Declaration of Conditions of Employment*
- *Guide T4044, Employment Expenses*

Please do not hesitate to call me so we can further discuss the next steps and applicable requirements.

Thanks,

Francesca Gualtieri

Senior Advisor, Labour Relations Program, Human Resources Branch
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CBSA Telework Agreement

The purpose of the telework agreement is to provide a written record of the telework arrangement between the delegated manager and the employee. The telework agreement describes the terms and conditions of the telework arrangement, including any security measures that will be taken.

Ensure that you review the telework agreement carefully so that you are able to agree and abide by the rules and guidelines contained therein. This agreement **must** be read in conjunction with the *CBSA Telework Policy*.

Telework is voluntary and not an employee right. A telework arrangement can be terminated at any time, with reasonable notice by either party.

Please indicate if you are completing the agreement for a regular full-time or part-time telework arrangement:

I am completing the agreement for:

Regular (Full-time) Telework <input type="checkbox"/>	Regular (Part-time) Telework <input type="checkbox"/>
If completing for regular full-time telework, complete and attach all appendices	If completing for regular part-time telework, complete and attach all appendices



Pre-Requirements for Teleworkers

Subject to management approval and when operational requirements permit, the telework option is available to employees who:

- ☐ have completed the period of formal and/or on the job training required to be fully functional with limited supervision;
- ☐ demonstrate a high degree of self-discipline and the strong work habits required to ensure operational requirements and effectiveness are not compromised;
- ☐ have demonstrated consistent performance, both qualitative and quantitative, that meet the performance expectations as set out in the employee's expectation agreements, or, based on delegated managerial discretion;
- ☐ consistently demonstrate, with minimal supervision and direction, appropriate emphasis and focus on Section, Directorate and Branch goals and priorities as agreed and set in the employee's expectation agreements;
- ☐ take the necessary steps to ensure that the level of service provided to clients remains high and is not materially affected by the telework arrangement, and
- ☐ proactively take the necessary steps to make and facilitate the necessary arrangements with the respective delegated manager to ensure adherence with all the requirements below and who demonstrates the flexibility and cooperativeness required by a telework agreement.



Employee Self-Assessment

A successful teleworker is one who enters the telework situation with realistic expectations – one who has honestly evaluated what he or she can reasonably expect from the telework experience. The below is designed to assist you in assessing whether telework is right for you.

It is important to note that telework is a choice, and not an entitlement, nor an obligation. All telework requests are assessed on a case-by-case basis.

- ☐ Are my tasks easily adaptable to telework?
- ☐ Can I store, process and transmit information in a safe and secure manner?
- ☐ Do I have measurable performance indicators to assess the productivity of my work?
- ☐ Does having the work done at the telework place make sense from the point of view of the overall operations?
- ☐ Will service to the public be negatively impacted by my telework arrangement?
- ☐ How will I handle urgent requests on short notice?
- ☐ How will communication with my co-workers be affected, and how will my telework arrangement affect my co-workers and their workload?
- ☐ How will I continue to maintain effective interpersonal relationships and build relationships with new co-workers?
- ☐ Am I self-motivated and do I have the ability to establish priorities and manage my own time?
- ☐ Can I work at home with minimal disruptions?
- ☐ Will I be negatively or positively impacted by working alone on a regular basis?



TELEWORK AGREEMENT

A. Teleworking employee:

Name:

Group / Level:

Job Title:

Division/District:

Branch / Region:

PRI:

Responsibility Center

B. Work Location:

Designated Workplace:

Telework place:

Telephone Number at telework place:

Alternate Number in case of Emergency:

C. Hours of Work:

Delegated manager:

Name:

Job Title:

This *Telework Agreement* ("the *Agreement*") is between the Canada Border Services Agency ("CBSA") represented by _____ (the Manager), and _____, (the employee).

The employee and the CBSA hereby agree to the following conditions:

1. This *Agreement* does not supersede relevant legislation, collective agreements, policies and guidelines of the CBSA and Treasury Board of Canada Secretariat, which govern this *Agreement*.
2. The employee and the delegated manager have agreed that the employee will work in a telework arrangement to perform the duties of _____ at the telework place (described above).
3. This *Agreement* will be for the period commencing _____ and ending _____



_____ subject to *paragraphs 28, 29, 30 and 31 of this Agreement.*

4. The employee will work at the telework place ____ days per week on the following days: _____. The employee will work at the Telework place ____% of the employee's total work time. The employee's telework hours will be in accordance with his/her pre-approved work schedule. To ensure sufficient resources are available at the designated workplace in order to meet operational requirements, changes will be kept at a minimum and will be pre-approved by the delegated manager.
5. Any overtime work is to be authorized in advance and in writing by the delegated manager.
6. When required by the delegated manager and with reasonable notice, the employee will return to the designated workplace at their own expense to work on urgent/operational priorities.
7. In instances of telework, the employee will return all case files to the designated workplace, following termination of the telework agreement or completion of the work, whichever is shortest. The delegated manager must pre-approve all files removed from the workplace for cases of episodic telework.
8. The delegated manager and the employee will meet regularly (frequency to be determined by the delegated manager) to review the work of the employee and to review priorities to ensure that the quality and quantity of the work carried out by the teleworker is sustained.
9. During scheduled hours of work at the telework place, the employee will be accessible (by phone and e-mail) to clients, colleagues and management in order to provide the same level of service as provided at the designated workplace.
10. Any meeting in person with clients will take place at the designated workplace or at the client's workplace (not the telework place). All applicable correspondence, (mail) will be retrieved by the employee at the designated workplace, as required.
11. The employee will observe all applicable CBSA policies, procedures and guidelines.

Telework place and material

12. The employee declares that his or her telework place is a suitable working environment, conforms to municipal zoning regulations and is adequately insured. The employee will notify the delegated manager in the event of a move and if any of these requirements is no longer being met.



13. The employee is responsible for any overhead, maintenance and other incidental costs associated with the use of the telework place, i.e. insurance, heat, hydro, etc. Any office furniture is to be provided by the employee, i.e. desk, chair, computer table, etc.
14. The delegated manager will determine the CBSA material and services to be provided to the employee for work-related purposes at the telework place. The equipment and electronic network requirements shall be decided upon on a case-by-case basis and an agreement reached between the delegated manager and employee prior to undertaking the telework situation. The material provided is described in the *Use of Material Off Government Premises Agreement* and the *Employee Use of Material Card*, duly signed and appended to this Agreement (as Appendix B). The employee is responsible for arranging IT technical support for the installation, maintenance, repair and recovery of the material provided by the employer. Where equipment is not functioning, the employee will report to the designated workplace. Discretion may be exercised by the employer.
15. When required, the employee agrees to allow, with reasonable notice, a CBSA representative identified by the delegated manager access to the telework place, in order to repair the computer equipment or any other material provided. OR
SHOULD THIS BE CHANGED TO REQUIRING THE EMPLOYEE TO BRING
THE EQUIPMENT INTO THE OFFICE? I THINK MOST USE LAPTOPS
ANYWAYS. COMMENT?
16. The teleworker will use only the CBSA standard secure remote access (SRA) workstation and the standards and rules for SRA must be followed. The teleworker is required to connect to the network periodically or bring the workstation into the office on a regular basis to ensure security patches and platform/software upgrades are applied.
17. At the termination of this Agreement (unless it is renewed), the employee is to return to the CBSA, all material provided to him or her.
18. The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of material including the limited personal use of CBSA electronic networks (Electronic Networks Policy Guidelines) and to take all reasonable care to protect and safeguard the Agency's assets and information being used at the telework place.
19. The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee performance of his or her duties at the telework place.



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Services Agency

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frontaliers du Canada



Health and Safety

20. The delegated manager and the employee have been provided with information on how to establish a healthy and safe work environment. The occupational health and safety (OHS) of the employee will not be jeopardized as a result of the telework arrangement. It is recommended that the manager and employee take the following mandatory OHS training.
- Occupational Health and Safety in the Workplace (H3001-N)
 - Occupational Health and Safety for Managers and Supervisors (H3034-N) – Online
 - Occupational Health and Safety for Managers and Supervisors (H3035-N) – In Class
 - Violence Prevention in the Workplace (H7051) Online
21. The employee will comply with the Canada Labour Code, Part II, the National Joint Council - OHS Directive and all CBSA policies pertaining to OHS.
22. The employee agrees to allow, with reasonable notice, a CBSA representative identified by the delegated manager, access to the telework place annually to ensure that the telework place meets all OHS requirements. TO BE REMOVED
23. The employee will immediately notify the delegated manager if the requirements described in paragraphs 20 and 21 are no longer being met or if the employer and or employee suspects it is no longer being met.

Security

24. The employee will complete Appendix D – Telework Security Acceptable Use Policy to ensure that all security requirements at the telework place are complied with.
25. The employee agrees to allow, with reasonable notice (if required), a CBSA representative identified by the delegated manager access to the telework place to ensure that the telework place meets any security requirements. TO BE REMOVED
26. The employee agrees to review and comply with CBSA security policies, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.
27. The employee will immediately notify the delegated manager of any breach of security involving CBSA information and/or assets.



Review and modification of the Agreement

28. The delegated manager and the employee shall review the telework arrangement together at least once every 12 months for conformity to this *Agreement* and to review its feasibility, both in respect of CBSA operations and the Treasury Board Telework Policy. A review may occur more frequently, at either the employer or employee's request.
29. This *Agreement* may be altered by mutual agreement between the delegated manager and the employee. The delegated manager may also at his or her discretion alter the *Agreement* without notice due to urgent operational requirements.
30. The *Telework Agreement* may be terminated by the employee in writing with reasonable notice to the employer to arrange for accommodation in the workplace (e.g. 2 weeks). The employer may terminate this telework agreement at any time and without advance notice to the employee.
31. This *Agreement* terminates automatically at its end date or earlier, when:
 - a) the employee's duties or responsibilities change, e.g. due to a promotion, transfer, developmental assignment, reorganization, etc.;
 - b) the employee fails to fully meet job performance expectations;
 - c) **the employee fails to adhere to this Telework Agreement or to CBSA policies, rules and procedures;**
 - d) there is a breach in security; or
 - e) the employee's employment with the CBSA terminates;
 - f) operational requirements necessitate the employee return to the workplace.

Employee's signature

Date

Delegated Manager's signature

Date

Note: *Once the Telework Agreement has been duly signed, the delegated manager appends a copy of the following documents to this Agreement:*

Appendix A – Health and Safety Inspection

Appendix B – Telework Security Acceptable Use Policy

The delegated manager shall keep a copy of these documents and provide a copy to the employee.

Note:

Employees who work more than 50% of the time at home, as determined in Clause 4 of their signed Telework Agreement, may be able to deduct certain work-space-in-the-home expenses



when completing their tax return. To determine if they are eligible to make a deduction, the employee should review the following:

- o Clause 4 of their Telework Agreement to determine if they meet the "more than 50%" requirement; and
- o the conditions specified in Form T2200, Declaration of Conditions of Employment, and in Guide T4044, Employment Expenses.

If eligible and wish to make a deduction, teleworkers should provide Form T2200 to their manager, who will complete it based on the information in Clause 4 of the employee's Telework Agreement.

Employees who Telework (have a signed Telework Agreement) can request that their manager complete Form T2200, Declaration of Conditions of Employment. When completing Form T2200, managers must:

review Clause 4 of the employee's Telework Agreement to determine if the "more than 50%" requirement is met; and

complete all relevant areas of Form T2200. For the question "Did you require this employee under a contract of employment to use a portion of his or her home for work?" (question #10, 2007 version), answer as follows:

yes if the "more than 50%" requirement is met; or

no if the "more than 50%" requirement is not met.



Annual Review of the Telework Agreement

Date of annual review	Is telework still feasible?	If telework continues, does the agreement require amendments?	Director Signature and Date	Employee Signature and Date



APPENDIX A – Health and Safety Inspection

A home office should meet the same health and safety standards as those at the regular workplace. This checklist is required to ensure that the Telework place is a healthy and safe work environment.

Please indicate if the following requirements have been met, i.e. “yes”, “no”.

A. HOME OFFICE Health and Safety

Home Office Environment

1.	My desk, chair and other accessories are suitable to my needs.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2.	The computer furniture, shelves, cabinets and bookcases are sturdy and properly installed (i.e. anchored to wall where necessary).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3.	My workstation is adjusted properly. My desk, chair, computer monitor and keyboard are at the appropriate heights and adjustments (e.g. head and wrists are in a neutral position).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2.	I am aware of how to prevent musculo-skeletal injuries (e.g. take breaks to prevent extended hours of repeated motions or of being in the same body position). The “ <i>Guide to Address Ergonomics-Related Hazards with Computer Workstation</i> ” can be found at the following link: http://www.hrsdc.gc.ca/eng/labour/publications/health_safety/computer_ergonomics.shtml	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5.	The lighting is properly arranged and appropriate for my work (e.g. there are no reflections on, or glare from the computer monitor).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6.	I have control over levels of ventilation, temperature, light and sound.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7.	There are no tripping hazards such as frayed or wrinkled carpets or obstructed halls, walkways, stairways or entries and that any guardrails are properly installed. Note: OHS PREVIOUSLY RECOMMENDED THAT THE RED BE REMOVED.	<input type="checkbox"/> Yes	<input type="checkbox"/> No



8.	Shelving and file cabinets are not overloaded and heavier objects are stored from the bottom up.	<input type="checkbox"/> Yes No	<input type="checkbox"/>
9.	Items stored above head level are secure and stable and a step ladder or stool is available to get to these items.	<input type="checkbox"/> Yes No	<input type="checkbox"/>
10.	Wall and ceiling fixtures are fastened securely.	<input type="checkbox"/> Yes No	<input type="checkbox"/>

Electrical Safety

11.	Any extension cords are in good condition and positioned properly.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
12.	There are no cords and cables causing a tripping hazard.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
13.	Outlets are grounded and not overloaded.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
14.	Outlet covers are safe and not in need of repair.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
15.	There is surge protection for electrical equipment.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
16.	There is sufficient ventilation for electrical equipment.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Fire Protection

17.	There is a smoke detector in close proximity to my work station. I will regularly check to ensure it is in proper working condition.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
18.	Paper materials and any combustibles are stored safely away from all heat sources.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
19.	I have complied with prescribed standards relating to fire safety and emergency measures.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Emergency Procedures

20.	An evacuation plan has been established.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
21.	The first aid supplies are adequate and easily accessible.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
22.	Emergency contact numbers are posted near the telephone.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
23.	A periodic office contact schedule has been established.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
24.	My office contact knows how to reach someone near me in the	<input type="checkbox"/> Yes	<input type="checkbox"/> No



	event of an emergency.	
25.	I am aware that I must immediately report any accident or injury to my delegated manager.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Other Hazards

26.	Any hazardous material is properly stored away to prevent accidental exposure.	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.	Any other health and safety hazards have been addressed (please specify below).	<input type="checkbox"/> Yes <input type="checkbox"/> No

Comments:		
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B. HEALTH AND SAFETY INSPECTION

28.	By signing below, I attest that all of the proceeding information is correct to the best of my knowledge.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Signed by Delegated manager: _____ Date _____		
Signed by Employee: _____ Date _____		

Note: Additional information on occupational health and safety may be found on Atlas at:



APPENDIX B – Telework Security Acceptable Use Policy

Telework Security ACCEPTABLE USE POLICY

FOR THE PROTECTION OF SENSITIVE INFORMATION AND ASSETS OUTSIDE THE WORKPLACE

Employees who are required to handle (e.g., access, process, transport) designated “Protected” and “Protected – Particularly Sensitive” information (referred to hereafter as sensitive information) and assets outside of Canada Border Services Agency (CBSA) premises for the purpose of performing work-related activities are subject to comply with the established agency operational and security policies, standards and guidelines, and the security requirements contained in this Acceptable Use Policy (AUP).

Working outside of CBSA premises includes official teleworking agreements, telecommuting services (e.g., hotelling, working at residences, being on travel status, job specific functions such as Auditors, Collectors, mobile Customs Officers) which may require access to Agency Information Systems when conducting official business. Teleworking/Telecommuting services allow for the manipulation of sensitive information either in paper form or by utilizing Agency Information Systems for processing, storing and transmitting sensitive information as if working on CBSA premises.

As an authorized user of the Telecommuting (Teleworking) services I am responsible for:

- Using only approved devices (ie: computer) that have been provided by the CBSA for accessing, processing, storing or transmitting sensitive information.
- Using only CBSA approved software and respecting all licensing agreements.
- Accessing sensitive information and CBSA Systems for the sole purpose of performing assigned, work-related activities.
- Never attempting to bypass CBSA security mechanisms.
- Ensuring persons such as friends or family members are not allowed to access CBSA Systems or view sensitive information.
- Taking extra precautions when accessing, processing, storing or transmitting sensitive information in a public/private place to avoid shoulder surfing or eavesdropping.
- Using caution and care to ensure information communicated via electronic mail (e-mail) is forwarded to the intended recipients, and that all sensitive information is encrypted under approved agency algorithms before it is transmitted (for more information, please refer to Electronic Networks Policy Guidelines link provided:
- Ensuring changes to the configuration of the device are made by designated agency information technology (IT) support staff, or under the direct instruction of designated agency IT staff.
- Never installing, modifying or altering the configuration of hardware or software without authorization.
- Ensuring the device is equipped with CBSA approved logical access controls, encryption and a current anti-virus product.



- Encrypting any protected information residing on hard drives or removable media using approved CBSA encryption software.
- Obtaining a unique user identification (ID) code and complying with the rules and regulations associated with the use of the UserID.
- Understanding that I am accountable for all accesses and transactions made with the use of my UserID.
- Complete a Privileged User Risk Management (PURM) form if I require Administrative Rights over the device (contact your local IT help desk for more information, if required).
- Ensuring my password is in accordance with CBSA standards:
 - 6 alphanumeric characters,
 - Not easily guessable,
 - Changed at least every six months or immediately if it is suspected they have been compromised, and
 - Never revealed or shared with anyone.
- Understanding that CBSA systems and information resources are subject to monitoring.
- Participating in a semi-annual security audit and inspection of the device.
- Activating the screen-save feature with password protection when I leave active session(s) unattended for short periods of time.
- Terminating all active sessions and logging-off the Agency Information Systems when I am finished performing work-related activities or when leaving for extended periods of time.
- Ensuring that I supervise all authorized maintenance and support by non-CBSA personnel needing access to equipment, software or to areas storing sensitive information.
- Reporting any actual or suspected loss, unauthorized disclosure of sensitive information or Agency Information Systems immediately to Security and Professional Standards Directorate through the employee's delegated manager in accordance with the CBSA Comptrollership Manual, Security Volume, and Chapter 15 – Reporting of Security Incidents.
- Maintaining regular backup of my critical and essential files, and retaining them at a separate location as needed.
- Ensuring any sensitive information written to removable media, such as diskettes, hard disks, tapes, CDs, etc., is encrypted by the installed secured configuration. If this is not possible, it is to be encrypted under approved agency algorithms and stored in a lockable cabinet when not being used. When encryption is not possible the media is to be stored in approved containers secured with a padlock or combination lock.
- Ensuring physical access to sensitive information and assets are controlled at all times by:
 - Storing sensitive information, laptops and notebooks in approved briefcases or containers when not in use;
 - Protecting computer systems, laptops and notebooks as I would any other valuable asset.
- Ensuring sensitive information and assets in-transit are protected in accordance with the CBSA Comptrollership Manual, Security Volume.
- Ensuring sensitive information and media are handled (i.e. marked, stored, destroyed, erased and communicated) in accordance with established agency security policies, standards and guidelines.



- Refraining from smoking, eating, and drinking while around Agency Information Systems as this can lead to equipment failures, data corruption, etc.

As a user of the Telecommuting (Teleworking) services, I take full responsibility for my actions and understand that any violation of the spirit or intent of these security requirements, agency operational and security policies, standards, and guidelines can lead to revocation of this privilege, disciplinary action up to and including dismissal, and possible criminal prosecution.

I understand the use of CBSA IT systems and information resources are subject to monitoring, and by using these IT systems and information resources to perform only assigned work-related activities, that I consent to such monitoring.

EMPLOYEE NAME

EMPLOYEE SIGNATURE

DATE

(please print)

(dd-mm-

yy)

The above-mentioned employee is hereby granted access to use the Telecommuting (Teleworking) services.

DELEGATED MANAGER NAME

DELEGATED MANAGER SIGNATURE

DATE

(please print)

(dd-mm-yy)



This checklist is only appropriate for information being processed/stored at a classification of up to and including Protected B.

IT Elements

Purpose

The purpose of the CBSA Information Technology (IT) Security/Information Security Checklist is to assess the Information Technology environment/procedures used by Teleworkers.

Facility Under Review (provide complete address of facility under review)	Contact Information (provide names, titles & phone numbers of individuals completing questionnaire)

1.	Will the maximum level of information being processed at the above noted location be no greater than Protected B?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	Does the Teleworker have a certified computer system using the current Secure Remote Access Platform certified by CRA/CBSA?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	Is the telework environment only accessed by individuals with a need-to-know?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.	Are authorized procedures currently in place to obtain forgotten or locked out passwords for both the CRA/CBSA platform and PKI certificates?	<input type="checkbox"/> Yes <input type="checkbox"/> No



5.	If the telework platform is connected via a dial up connection or DSL, are there procedures in place to ensure platform upgrades (i.e. security patches, anti-virus updates, etc.) and that these are adequately performed?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please identify)
6.	Are users prevented from saving CBSA information to removable storage devices, such as floppies, CD-ROM's, USB drives or external hard drives?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if NO, employee needs to read the policy on use of these)
7.	All information saved to any type of media such as paper, CD Disk, floppy diskette, or thumb drive must be secured in an approved lockable container or safe.	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	Computers are locked out and information secured when not in use or when the employee leaves their workstation.	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	Is the telework platform for this client setup with a standard locked down build?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please identify)
10.	Are there support mechanisms/arrangements/procedures in place for the telework equipment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	Is there an explicit log of files (to be kept current) which are transported between the office environment and the telework environment (in case a security incident report must be generated)?	<input type="checkbox"/> Yes <input type="checkbox"/> No



Physical Elements

The maximum classification of documentation, information or assets eligible for telework is Protected B.

The delegated manager authorizing the telework environment for an employee is responsible to ensure the security of CBSA assets and information in that environment. The telework environment is to first be reviewed by the delegated manager responsible, using this document as a guide to the security requirements. If they have concerns, they may elect to request a review of the security profile of the residence or other location where the telework is being allowed.

Minimum Physical Security for Telework from a Private Residence

- The room where the telework is to take place must have a door that can be locked.
- The employee must ensure that no information is available to family members.
- Equipment provided for telework is not to be used for any other purpose, nor to be used by anyone other than the employee.
- Laptops must be secured in the file cabinet when not in use.
- In a home telework situation where the employee is provided with a desktop CPU, the employee must ensure that nothing is saved to the hard drive, that the unit is logged off and shut down when not in use, and that records of User ID and Password are secured within the approved cabinet.
- By signing the telework agreement, the employee must be aware of and must allow periodic visits by the delegated manager, or CBSA Security to verify compliance with security requirements.
- The employee is responsible for ensuring the secure transfer of files and information to their office environment for permanent storage on a regular basis. Files should not be retained at a telework location in any quantity. Only those active files actual in use should be present at a telework location.
- The delegated manager approving the telework and the employee working from home must maintain a log of files removed from the office and brought into the telework environment. This log will be used to determine critical risk in the event of loss, and facilitate rebuilding or recovery of the lost assets.



Building

1	<p>Standard Private home</p> <p>The intent of this questionnaire is to record an accurate picture of the telework environment. Literary description and photographs may be used to identify the security zones and features within the telework environment and surrounding area.</p>	(Describe housing and facilities where telework services will be located. Include current security devices)
2	<p>Exterior doors MUST have the following security hardware:</p> <ul style="list-style-type: none"><input type="radio"/> Locking latch set<input type="radio"/> Auxiliary dead bolt	<div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>

Interior Spaces

3	Lockable door on the telework room	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	The room used for telework must be equipped with an Agency provided, Security approved file cabinet. The cabinet must placed away from windows.	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	All windows are secured. (This securing device may be a solid locking device approved by local security, or a drop bar that fits snugly between the sliding pane and a fixed window jamb.)	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	CPU display screens are positioned such that it cannot be viewed from an exterior location or by family members within the home when in use.	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Will the location of telework services be within a designated area within the home?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Is the designated area for the telework services used for any other purpose other than telework?	<input type="checkbox"/> Yes <input type="checkbox"/> No (If yes, detail other uses)

Emergency Procedures and Business Continuity Planning

(This section is intended in the event alternate arrangements need to be arranged/considered)

1	Proper response procedures are in place for handling emergency situations.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2	A full continuity plan is in place in the event of total loss of the telework facility?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3	If an alternate site is identified (as per the Acceptable Use Policy) are procedures in place to periodically inspect the alternate site?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Notes:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. On the left side, there is a vertical margin line, creating a narrow left margin. The paper appears to be a standard notebook page.



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By signing below, I attest that all of the preceding information is correct to the best of my knowledge.

_____ (Signature) _____ (Date)

Please provide your name, title and contact information below.



APPENDIX C - CBSA telework guidelines questions and answers generally applicable to normal telework

Part A: General questions and answers

A1. What is telework?

Telework is an authorized working arrangement in which employees perform all or part of their regular work away from the official workplace; the work is usually carried out in the employee's home. Telework may be on a full-time, part-time or occasional basis (for example after a short-term illness or injury or during renovations of the designated workplace).

A2. Why telework?

It serves to meet the needs of a growing, diverse workforce: persons with disabilities (telework is one of many options), dual-career families, single parents, etc. It also helps employees meet personal needs for flexibility in work scheduling. In cities with pollution and traffic problems, it alleviates environmental and commuting concerns. It may also reduce accommodation costs at the designated workplace and parking facility requirements. Moreover, recent advances in technology and telecommunications equipment have made telework more feasible and affordable.

A3. Part of an employee's duties is to go out and meet with clients at their workplace. Is this teleworking and would the Treasury Board Travel Directive apply?

No, a client's workplace is not considered a telework place. If an employee were required to report to a location away from their telework place or his/her designated workplace to perform some work, the Treasury Board Travel Directive would apply.

A4. Can anyone telework?

Experience has shown that while most teleworkers require a period of adjustment, those employees who are self-motivated and wish to have the flexibility that telework provides tend to experience few difficulties. Any employee may be eligible to telework, provided the following key principles are met:

- telework is operationally feasible
- there is no loss of production or performance
- it is voluntary
- it does not generate extra costs (except for one-time start-up costs) that cannot be recouped over a reasonable period of time



- it has been approved by management (at least at the director level)
- it does not change the terms and conditions of employment or the provisions of collective agreements
- a description of the telework arrangement has been signed by the director and a copy has been given to the employee

A5. What types of jobs are adaptable to telework?

Any job that complies with the basic principles outlined in these Guidelines may be eligible. Some examples include auditors, computer systems administrators, architects, scientists, translators, program analysts, etc. Many jobs could lend themselves to telework. Most could not be performed through full-time telework, but many could be performed using part-time telework. Each case must be judged individually, with the final approval resting with management.

Certain qualities might make some jobs more adaptable to telework. For example, project-oriented tasks such as reading proposals and reviews, making funding decisions, conducting research, and easily quantifiable tasks such as translation are easily adaptable to telework. Some client service jobs such as dealing daily with enquiries, with "walk-in" clients or where highly sensitive material is handled would likely not be suitable for full-time telework, but may be suitable to part-time or occasional telework.

A6. What are the potential benefits of telework?

For the employee:

- improved motivation and productivity
- reduced stress
- increased control over work and personal life
- reduced commuting time
- reduction in some costs such as: transportation, parking, food and clothing (may have an increase in other costs such as energy and heat)
- freedom to work with less interruptions
- reduced disability-related restrictions with respect to commuting or working at a designated workplace



For the manager:

- improved motivation, productivity and employee morale
- possible reduction in costs of office space. See B.5 and also the concept of "Workplace 2.0"
- retention of skilled employees
- possible accommodation of certain needs of employees with disabilities
- decline in absenteeism
- expansion of "pool" of workers (employees with disabilities or persons who have difficulties commuting)
- continued operations in case of shutdowns, emergencies, snow storms, etc.

A7. What are some of the actual or perceived challenges of telework?

For the employee:

- possible feelings of isolation, especially for full-time telework
- special efforts are required to maintain communications and good working relations with colleagues, especially for full-time telework

For the manager, challenges may include:

- a shift in the culture of an organization
- an initial cost in establishing a telework arrangement
- a perceived loss of direct control over employees and possible adjustment to style of supervision
- special efforts to maintain team synergy
- special efforts required to ensure communications and exchange of ideas
- the need to reassure employees who remain at the designated workplace that their own workload will not be increased when their colleagues telework and that telework employees continue to fulfill all of their responsibilities
- a greater emphasis on long- and short-range planning
- a greater emphasis on work measurement and productivity

Finally, if there are constantly more requests for telework than can be allowed operationally, managers will need to ensure a rotation of telework opportunities for unit employees.



A8. Does an employee have a right to telework?

No. Participation in the telework program is not a right. Participation is subject to an agreement between the employee and his/her manager, based on the key principles outlined in question A.5. However, an employee has a right to grieve the denial of a telework request.

A9. Can a supervisor require an employee to telework?

No. A supervisor cannot require an employee to telework.

A10. Can a supervisor telework?

The telework policy is intended for all employees. Provided the basic principles of the policy are met, any employee could telework. In the case of a supervisor, occasional or part-time telework would be the more probable options to consider.

A11. Is telework a substitute for child or elder care?

No. Teleworking is not intended to be combined with the full-time care of young children or elders. If extended periods of time are required for care of family members, a reduced work schedule should be considered. While telework does not replace child care, it reduces commuting time, thereby allowing more freedom to co-ordinate family activities.

A12. What equipment is needed to telework?

The equipment requirements will depend on the work to be done. Some employees may need only a pen and some paper.

Most employees will require IT equipment, at least a computer, and some will require other technological means to communicate with colleagues and access the information needed to do their jobs. It is the manager's responsibility to determine the employee's needs while teleworking and ensure the necessary IT equipment is provided to the employee.

In the case of IT equipment that connects to the Network^{Footnote 2}, only government supplied equipment must be used. In all cases, Information Technology equipment must conform to the following: Policy on the allocation and usage of information technology (103) and Policy on information technology security (104). In all cases, Information Technology equipment must conform to these Departmental Policies.

For other type of equipment, such as office furniture, if the employee requests and is granted permission to telework, then he/she is responsible for the maintenance and repair of his/her own equipment, unless otherwise agreed to by the employer, in cases of duty to accommodate for example.



The Employer is not responsible or liable for damages to the employee's personal or real property during the performance of official duties, similarly while using the Employer's equipment in the employee's residence in case of employee negligence.

The Employer is not responsible or liable for damages to the employee's personal or real property during the course of performance of official duties or while using the Employer's equipment in the employee's residence in cases of employee negligence.

A13. Where can I find information on ergonomics as it relates to Public Services and Procurement Canada workplaces?

At PSPC, you can refer to our Occupational Health and Safety Directorate intranet site and the guidelines on Ergonomics at work.

You can also find useful information on the Employment and Social Development Canada Web site.

Finally, the Canadian Centre for Occupational Health and Safety also provides information about occupational health and safety including ergonomics.

A14. On what basis should I discuss developing a telework agreement with my manager?

If you believe that the arrangement would meet the basic principles outlined in these guidelines, talk to your supervisor. Remember that a telework arrangement must be made on a voluntary basis by the employee and approved by management. For a telework arrangement to be successful, both parties must feel comfortable with it. Final authority rests with the director of your organization.

A15. What is the Telework Arrangement Agreement Document and do I need one?

Completion of the Telework Arrangement Agreement Document is required to confirm approval and conditions of the telework arrangement for all standard (that is full-time and part-time) or occasional telework arrangements. The Telework Arrangement Agreement document is designed to ensure that the terms of a telework arrangement are mutually understood, and spelled out, prior to the commencement of such an arrangement.

A copy of the form should be kept by the employee, a second copy must be kept by the manager. In addition, teleworkers (standard and occasional) and their respective supervisors must enter the agreement details in the relevant MyGCHR page to allow for departmental tracking.

Employees are encouraged to discuss the details of the arrangement with their union representatives should they need any advice or have any concerns.



Part B: Operational questions and answers for managers

B1. What level of management can approve a telework arrangement?

Supervisors at any level are responsible for recommending an employee for telework and for outlining the terms (that is scheduling, equipment requirements, work expectations, and assessment criteria). Final approval must be obtained at least at the director level.

B2. How do I know employees are working if I can't see them?

As with employees in the workplace, whether near or at distance from you, you should know if an employee is working if he/she meets the job requirements on time and up to expected quality, through sound performance management practices. Experience with telework programs shows that productivity often increases when an individual works off-site, partly because of fewer interruptions and distractions, and partly because of an increase in personal motivation and work commitment. In addition, most telework employees report a reduction in stress, which often leads to increased efficiency and increased job satisfaction.

B3. How will employees who telework be reviewed?

The PSPC Employee Performance Management Program will continue to be the process used for setting objectives and assessing employee performance. The main focus of performance assessment must be based on work input, wherever the employee may be (near or far away at distance from the supervisor). In fact, having teleworkers may well bring you to improve your general employee performance management practices.

B4. Should a specific schedule be set for the off-site work?

Yes. A description of the employee's authorized days and hours of work away from the designated workplace must be clearly outlined in the Telework Arrangement Agreement Document. Schedules and phone numbers should be clearly posted in the designated workplace and provided to co-workers.

B5. How do we record average days in MyGCHR?

For occasional telework, you must enter the average it in the "Average Days-Month" field, for example one day/month, or 2 days/month or three days/month, on average.

For part-time telework (minimum one day/week on average), you must enter the average in the "Recurring days/week" field, for example one day/week, or 2 days/week, etc. For full-time, this will be five full days/week.



The average can also be made out of partial days (for example half a day, or a few hours at the beginning or start of work day). When recording telework in MyGCHR, use the average for partial days, for example, if there are 13 hours of telework per week every week, spread out through the week, you can record it as 2 days/week (part-time telework).

B6. Do I have to take measures to ensure a teleworker is in fact at work every day?

As a manager/supervisor you should ensure there are reasonable measures in place to acknowledge any employee's (employees at the office, teleworkers, employees working at distance) work status on any given day, that is the employee at work?, on leave?, absent without notice?, etc. This goes towards basic managerial responsibilities on operational requirements, leave management, and as well towards ensuring the health and safety of our employees. This can be accomplished in various ways depending on the case, that is with some employees whose work involve constant communications (virtual or otherwise) with their supervisor and/or colleagues throughout the day from start to finish, this may not be an issue. For teleworkers whose work is done very independently, the supervisor can establish daily contacts as required.

B7. What if there are persistent technological difficulties during telework?

Teleworkers must advise their supervisors to determine how to adjust (return to the designated workplace, alternative arrangements to get work, etc.). Ideally, the teleworker would always have some work set aside that does not require much IT capacity for this specific kind of situations.

B8. What is Workplace 2.0?

The Workplace 2.0 initiative was developed to support the Clerk of the Privy Council's commitment to public service renewal. Its objective is to modernize the workplace to attract, retain and enable public servants to work smarter, greener and healthier to better serve Canadians by modernizing the physical aspects of the workplace, updating policies, processes and systems, and providing new technologies that allow employees to connect, collaborate and communicate across government and with Canadians. While Workplace 2.0 makes it possible for employees to work anywhere, these Telework Guidelines only apply to work done at the employee's place of residence (telework- place). Note that telework is only part of the Workplace 2.0 initiative and employees are not required to telework to enjoy the benefits; however, managers and employees can consider incorporating part-time or full-time employee telework arrangements requests where possible. For more information, please refer to the [Workplace 2.0 site](#).



B9. Should I give up all of the vacant office space left by employees who are teleworking?

Organizations must plan their office space to accommodate those employees who telework part time (working in the designated workplace 2–three days per week) and those who telework full time and plan to return at the end of a telework arrangement. Some organizations may choose to use telework as a tool to leverage or support accommodation strategies aimed at maximizing space utilization. Such accommodation strategies can include the under allocation of space (that is eight workstations per 10 employees), desk sharing and/or the use of flex and unassigned free-address (that is hoteling) stations for part time teleworkers. Workplace 2.0 supports these strategies by enabling employees to be mobile, yet connected and productive. Management should discuss opportunities to leverage space efficiencies with their employees and facilities management to determine appropriate accommodation strategy for their office.

B10. What about the impact on staff when some employees are teleworking?

Possible impact on other employees must be considered during the approval process of a telework arrangement. One person's off-site work should not adversely affect the performance of other employees or place a burden on staff remaining in the designated workplace. Research demonstrates, however, that when fewer employees work at the designated workplace, the administrative workload decreases.

B11. Can telework be combined with part-time employment?

Provided that the basic policy requirements are respected, telework can be combined with part-time or any other flexible working arrangements.

B12. If an employee teleworks, does the telework place become the official workplace?

No. The employee's official workplace is the place where the employee would work if there were no telework situation.

B13. What if a manager believes the arrangement with an employee is not working out?

Either the employee or the supervisor may end a telework arrangement, with appropriate notice, at any time; a 14-day notice is suggested.

B14. Who is responsible for transporting equipment (for example computer, modem, and printer) to and from the telework place?

An agreement on the most appropriate transportation mechanism for transporting equipment to and from the telework place should be reached between the teleworker and the supervisor at the time the telework arrangement is approved; however, employees should not normally transport large or heavy equipment without assistance. Note that with respect to the use of a portable computer, transportation is the responsibility of the employee.



B15. What happens when the equipment requires repair?

Maintenance, repair, and replacement of government-owned equipment issued to employees are the responsibility of the department. The employee must notify his/her supervisor immediately following a malfunction of government-owned equipment. If repairs are extensive and replacement is impractical, the employee must be prepared, if asked, to report back to the official workplace until the equipment is operational. Employees will not be expected to transport large or heavy equipment without assistance (that is this would not apply to a laptop, a modem, or a keyboard for instance).

B16. What happens if there is a strike?

In the event of a strike, whether employees are working at the designated workplace or at a telework place, many issues come into play and need to be reviewed by management. Some of the issues include; the personal safety of employees, the protection of equipment and other government property and the maintenance of performance. There may occasionally be a need for special interim procedures, for example, management may decide that teleworkers who are not on strike been asked to temporarily return to the designated workplace. Therefore should a strike occur management would have to assess the situation and provide employees with the appropriate guidance and direction.



Part C: Questions and answers on costs, taxes, safety, health and security

C1. What costs are covered by the department?

The department will assume the costs of any required equipment or expenses such as:

- work-related long distance telephone calls
- extra telephone line or portable device such as Blackberry
- computer
- computer software
- additional departmental modem and possible additional computer usage charges
- maintenance and repair charges for equipment belonging to the department
- remote technical assistance
- replacement of lost or damaged government equipment: employees are responsible to care for departmental government equipment in their possession, and in case of negligence or infraction, the department could decide, depending on the circumstances, to claim the recovery of replacement costs instead of assuming the cost

C2. What costs does the teleworker assume?

The employee who is teleworking will pay for the following expenses:

- provision of safe and healthy premises, including cleaning, maintenance
- provision of desk and chair
- regular phone costs
- internet service provider costs (modem rental or purchase, monthly bandwidth)
- costs for extra energy usage such as heat and light
- any additional insurance costs (the employee is not responsible for insuring equipment; however, a review of coverage with the home insurance company is necessary to ensure there are no effects on current coverage resulting from use of the home as an office)
- travel costs for travel between the telework location and the designated workplace



- if the employee requests and is granted permission to telework using his/her own equipment, then he/she is responsible for the maintenance and repair unless otherwise agreed to by the employer

•

C3. What about liability for injuries sustained while teleworking—How will the department deal with an employee's claim for injury?

Under the *Government Employees Compensation Act*, Public Service employees who are injured in the normal course of their duties can be compensated for those injuries. This is the case whether the injury takes place at the employer's official workplace or at any other location (that is the employee's home).

C4. How do I ensure that the telework place is safe?

Usually, employees' homes provide a safe and secure environment. Employees are responsible for ensuring that safety requirements are met in their homes to protect themselves and any equipment provided by the employer. As the employer has no formal control over an employee's telework location, employees are asked to voluntarily provide assurance to the manager that the telework location is safe and healthy. Through the telework arrangement, the employee recognizes that the employer is only responsible for the telework tasks, not for the whole home, hence any accident or professional illness arising from telework would only be considered work-related if arising from the tasks.

C5. Does an employee who uses a portion of his/her home as an office qualify for any federal income tax deductions?

Depending upon the situation, and provided certain conditions are met, teleworkers may be able to deduct certain expenses from their employment income for income tax purposes. Due to the complexity of the *Income Tax Act* and the fact that each telework situation is unique, employees should contact the *Canada Revenue Agency* (CRA) for further advice.

C6. To determine whether an employee is entitled to a deduction under the *Income Tax Act*, the Canada Revenue Agency requires that the employee file a Canada Revenue Agency form with his/her income tax returns (currently the name of the form is T2200 "Declaration of Conditions of Employment"). Should managers sign this form when asked by employees?

Managers who are asked by formally approved teleworkers to complete and sign this declaration are advised to do so. This form does not ask managers to certify whether an employee meets the criteria established by the *Income Tax Act*. Rather, in signing, managers would merely certify that teleworkers are required to provide work spaces in their homes and are required to pay for certain additional costs involved in providing this space.



C7. Will the security of information be placed at risk by employees when teleworking?

Given the high risk involved, telework should not involve access to information that is designated as extremely sensitive or classified as top secret. According to Policy on Government Security, certain types of information classified in the national interest should never be removed from the workplace.

Even unclassified material (either Protected A, B, or C), however, should be handled with care as the accumulated information may be sensitive for the organization. Because of this, it is imperative that teleworkers consider the nature of the information with which they are working and take care to ensure that it is not left unattended or exposed to unauthorized scrutiny, both at the telework place and during transport. Teleworkers must be aware of all access to information and privacy-related legislation which would apply to the information with which they will be working, and ensure they follow their supervisor/manager's direction on this issue. Employees should discuss their security and storage requirements with their supervisor

C8. Are there any municipal or provincial requirements for teleworking?

Employees are responsible for informing themselves of any municipal or provincial restrictions which could have an impact on their telework situation, for example requirement for smoke detectors in the telework place.

C9 If a work-related accident takes place in Ontario at the home of a teleworker whose substantive position is in Quebec or vice versa, which compensation board is responsible?

The compensation board responsible for a telework-related accident is the board in the province where the designated workplace, not the telework place, is located.

C10. Regarding teleworkers who rarely visit the province where the designated workplace is located, to which province are their taxes paid?

Income tax is paid where the designated workplace, not the telework place, is located.

C11. What about holidays (Saint-Jean Baptiste Day in Quebec and the Civic Holiday in Ontario)?

Holidays are based on the province where the designated workplace is located.



PROTECTED "C" WHEN COMPLETED

CBSA Telework Arrangement Agreement (TAA) Form

A. Reason for Completing the TAA Form

Original	Renewal	Amendment	Cancellation
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B. Other Mandatory TAA related Documents

An employee who is required to use CBSA information technology (IT) equipment for the purpose of remote access from the designated telework location, is required to complete the following CBSA forms:

1. Authorization for Removal of Material from Premises; and
2. Authorization for Remote Access.

Forms for Security, IT and OHS

C. Employee's Background Information

Family Name											Given Name										
Personal Record Identifier (PRI)	0										Classification			Group			Sub Group			Level	
Branch											Region										
Division/ District																					
Job Title											Designated Work Location										

D. Condition of the Telework Agreement

By placing an "x" in the following boxes, it is understood that applicable policy requirements have been or will be met in this telework arrangement.

<input type="checkbox"/>	The employee and the manager/supervisor have examined the key principles of the CBSA Telework Guidelines before engaging in a telework agreement.
<input type="checkbox"/>	The employee and the manager/supervisor has agreed to respect the conditions of the CBSA Telework Policy and Guideline.
<input type="checkbox"/>	The manager acknowledges that the employee's collective agreement, terms and conditions of employment as well as applicable government legislation and CBSA related policies continue to apply.
<input type="checkbox"/>	The employee and the manager/supervisor have agreed to abide by the rules and guidelines of the CBSA policies relative to document and asset security and to information technologies (IT) security.

E. Telework Agreement Terms (Subject to the respective Terms and Conditions of Employment and/or Collective Agreement)

Telework Location Address											Telephone	Area Code	Land Line Number	
											Telework Location			
											Alternate Number			
Telework Details	Date	Day	Month	Year		Days Worked	Monday	Tuesday	Wednesday	Thursday	Friday			
	From					From Time								
	To					To Time								
Hours of Work	Employment		Total Weekly Hours	Hours/Week		Daily Hours								
	Full-Time													
	Part-Time													

F. Signatures



Supervisor or Manager	Name		Telephone Number	
	Title		Responsibility Center	
	Signature		Date (DD/MM/YYYY)	
Delegated Authority	Name		Telephone Number	
	Title		Responsibility Center	
	Signature		Date (DD/MM/YYYY)	
Employee	Name		Telephone Number	
	Title		Responsibility Center	
	Signature		Date	
<div> <div>1. Supervisor/Manager</div> <div>2. Employee</div> <div>3. Employee File</div> <div>4. Labour Relations Advisor</div> </div>				

Burke, Julie

From: Burke, Julie
Sent: April 1, 2019 11:47 AM
To: Gualtieri, Francesca
Subject: 20190401-LRP-CIC-TeleworkPolicy

Julie Burke

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From: Mullin-Baker, Patricia
Sent: February 19, 2019 11:09 AM
To: Burke, Julie
Cc: Gualtieri, Francesca
Subject: CIC Telework Policy

Hi Julie,
I saved copies of IRCC's (CIC) policy on our shared drive. The telework agreement is one page.

- CIC Telework Policy (5 pages)
- CIC Telework FAQ (2 pages)

- CIC Telework Guide (20 pages)
 1. [Telework: A Matter of Choice](#)
 2. [CIC Approach to Telework](#)
 3. [Perspectives of the Manager/Supervisor and the Employee](#)
 4. [CIC Telework Agreement](#)
 5. [Questions And Answers](#)
 6. [Appendix A - Employee Self-Assessment](#)
 7. [Appendix B - Security](#)

Patricia Mullin-Baker

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Burke, Julie

From: Gualtieri, Francesca
Sent: April 15, 2019 11:31 AM
To: Azar, Alan
Cc: Lukca, Michael; Burke, Julie; Christianson, Susanne
Subject: Telework: Security
Attachments: CIC Security e.pdf

Hi Alan,

This is following our discussion from last week regarding the *CBSA Telework Policy*.

As mentioned, our office is presently in the process of putting into place instruments to support the *Policy*.

For your reference, we have already engaged with Geneviève Binet from ISTB in order to take into consideration the IT perspective.

At this time, we would like to explore the possibility of introducing standardized security forms for telework and/or remote access purposes.

Security Forms

Can you please let me know if we presently have official CBSA security forms for telework and/or remote access related situations?

As a suggestion, we would like this type of information to form part of the CBSA security form(s) and checklist for telework/remote access situations (if they do not already exist).

FOR THE PROTECTION OF SENSITIVE INFORMATION AND ASSETS OUTSIDE THE WORKPLACE

Employees who are required to handle (e.g., access, process, transport) designated "Protected" and "Protected – Particularly Sensitive" information (referred to hereafter as sensitive information) and assets outside of Canada Border Services Agency (CBSA) premises for the purpose of performing work-related activities are subject to comply with the established agency operational and security policies, standards and guidelines, and the security requirements contained in this Acceptable Use Policy (AUP).

Working outside of CBSA premises includes official teleworking agreements, telecommuting services (e.g., hotelling, working at residences, being on travel status, job specific functions such as Auditors, Collectors, mobile Customs Officers) which may require access to Agency Information Systems when conducting official business. Teleworking/Telecommuting services allow for the manipulation of sensitive information either in paper form or by utilizing Agency Information Systems for processing, storing and transmitting sensitive information as if working on CBSA premises.

As an authorized user of the Telecommuting (Teleworking) services I am responsible for:

- Using only approved devices (ie: computer) that have been provided by the CBSA for accessing, processing, storing or transmitting sensitive information.
- Using only CBSA approved software and respecting all licensing agreements.
- Accessing sensitive information and CBSA Systems for the sole purpose of performing assigned, work-related activities.
- Never attempting to bypass CBSA security mechanisms.
- Ensuring persons such as friends or family members are not allowed to access CBSA Systems or view sensitive information.
- Taking extra precautions when accessing, processing, storing or transmitting sensitive information in a public/private place to avoid shoulder surfing or eavesdropping.
- Using caution and care to ensure information communicated via electronic mail (e-mail) is forwarded to the intended recipients, and that all sensitive information is encrypted under approved agency algorithms before it is transmitted (for more information, please refer to Electronic Networks Policy Guidelines link provided:

- Ensuring changes to the configuration of the device are made by designated agency information technology (IT) support staff, or under the direct instruction of designated agency IT staff.
- Never installing, modifying or altering the configuration of hardware or software without authorization.
- Ensuring the device is equipped with CBSA approved logical access controls, encryption and a current anti-virus product.
- Encrypting any protected information residing on hard drives or removable media using approved CBSA encryption software.
- Obtaining a unique user identification (ID) code and complying with the rules and regulations associated with the use of the UserID.
- Understanding that I am accountable for all accesses and transactions made with the use of my UserID.
- Complete a Privileged User Risk Management (PURM) form if I require Administrative Rights over the device (contact your local IT help desk for more information, if required).
- Ensuring my password is in accordance with CBSA standards:
 - 6 alphanumeric characters,
 - Not easily guessable,
 - Changed at least every six months or immediately if it is suspected they have been compromised, and
 - Never revealed or shared with anyone.
- Understanding that CBSA systems and information resources are subject to monitoring.
- Participating in a semi-annual security audit and inspection of the device.
- Activating the screen-save feature with password protection when I leave active session(s) unattended for short periods of time.
- Terminating all active sessions and logging-off the Agency Information Systems when I am finished performing work-related activities or when leaving for extended periods of time.
- Ensuring that I supervise all authorized maintenance and support by non-CBSA personnel needing access to equipment, software or to areas storing sensitive information.
- Reporting any actual or suspected loss, unauthorized disclosure of sensitive information or Agency Information Systems immediately to Security and Professional Standards Directorate through the employee's delegated manager in accordance with the CBSA Comptrollership Manual, Security Volume, and Chapter 15 – Reporting of Security Incidents.
- Maintaining regular backup of my critical and essential files, and retaining them at a separate location as needed.
- Ensuring any sensitive information written to removable media, such as diskettes, hard disks, tapes, CDs, etc., is encrypted by the installed secured configuration. If this is not possible, it is to be encrypted under approved agency algorithms and stored in a lockable cabinet when not being used. When encryption is not possible the media is to be stored in approved containers secured with a padlock or combination lock.
- Ensuring physical access to sensitive information and assets are controlled at all times by:
 - Storing sensitive information, laptops and notebooks in approved briefcases or containers when not in use;
 - Protecting computer systems, laptops and notebooks as I would any other valuable asset.
- Ensuring sensitive information and assets in-transit are protected in accordance with the CBSA Comptrollership Manual, Security Volume.
- Ensuring sensitive information and media are handled (i.e. marked, stored, destroyed, erased and communicated) in accordance with established agency security policies, standards and guidelines.
- Refraining from smoking, eating, and drinking while around Agency Information Systems as this can lead to equipment failures, data corruption, etc.

As a user of the Telecommuting (Teleworking) services, I take full responsibility for my actions and understand that any violation of the spirit or intent of these security requirements, agency operational and security policies, standards, and guidelines can lead to revocation of this privilege, disciplinary action up to and including dismissal, and possible criminal prosecution.

I understand the use of CBSA IT systems and information resources are subject to monitoring, and by using these IT systems and information resources to perform only assigned work-related activities, that I consent to such monitoring.

Building

1	<p><i>Standard</i> Private home</p> <p>The intent of this questionnaire is to record an accurate picture of the telework environment. Literary description and photographs may be used to identify the security zones and features within the telework environment and surrounding area.</p>	(Describe housing and facilities where telework services will be located. Include current security devices)
2	<p>Exterior doors MUST have the following security hardware:</p> <ul style="list-style-type: none"> o Locking latch set o Auxiliary dead bolt 	<p>Yes No</p> <p>Yes No</p>

Interior Spaces

3	Lockable door on the telework room	Yes No
4	The room used for telework must be equipped with an Agency provided, Security approved file cabinet. The cabinet must placed away from windows.	Yes No
5	All windows are secured. (This securing device may be a solid locking device approved by local security, or a drop bar that fits snugly between the sliding pane and a fixed window jamb.)	Yes No
6	CPU display screens are positioned such that it cannot be viewed from an exterior location or by family members within the home when in use.	Yes No
7	Will the location of telework services be within a designated area within the home?	Yes No
8	Is the designated area for the telework services used for any other purpose other than telework?	Yes No (If yes, detail other uses)

Emergency Procedures and Business Continuity Planning

(This section is intended in the event alternate arrangements need to be arranged/considered)

1	Proper response procedures are in place for handling emergency situations.	Yes No
2	A full continuity plan is in place in the event of total loss of the telework facility?	Yes No
3	If an alternate site is identified (as per the Acceptable Use Policy) are procedures in place to periodically inspect the alternate site?	Yes No

As an example, enclosed is a copy of CIC's *Telework Policy*, which specifies:

- Security related information in Appendix B; and
- Indicates two (2) security forms, which are used for all telework related situations:

- (1) Authorisation for Removal of Material from Premises; and
- (2) Authorization for Remote Access.

Telework Guidelines

We want to ensure any currently existing security instruments/references are taken into consideration.

- Please let me know what security related information should be included in the Telework Guideline (i.e. such as the *CBSA Policy on Information Security....etc.*).
- Confirm if you agree that the following security related information be incorporated in the Guideline.

<p>The teleworker will use only the CBSA standard secure remote access (SRA) workstation and the standards and rules for SRA must be followed. The teleworker is required to connect to the network periodically or bring the workstation into the office on a regular basis to ensure security patches and platform/software upgrades are applied.</p> <p>At the termination of this <i>Agreement</i> (unless it is renewed), the employee is to return to the CBSA, all material provided to him or her.</p> <p>The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of material including the limited personal use of CBSA electronic networks (<i>Electronic Networks Policy Guidelines</i>) and to take all reasonable care to protect and safeguard the Agency's assets and information being used at the telework place.</p> <p>The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee performance of his or her duties at the telework place.</p> <p>The employee will complete the <i>XXX CBSA security form</i> (i.e. Telework Security Acceptable Use, previous Appendix B) to ensure that all security requirements at the telework place are complied with.</p> <p><i>The employee agrees to allow, with reasonable notice (if required), a CBSA representative identified by the delegated manager access to the telework place to ensure that the telework place meets any security requirements. TO BE REMOVED</i></p> <p>The employee agrees to review and comply with CBSA security policies, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.</p> <p>The employee will immediately notify the delegated manager of any breach of security involving CBSA information and/or assets.</p>

Physical Elements	
<p>The maximum classification of documentation, information or assets eligible for telework is Protected B.</p> <p>The delegated manager authorizing the telework environment for an employee is responsible to ensure the security of CBSA assets and information in that environment. The telework environment is to first be reviewed by the delegated manager responsible, using this document as a guide to the security</p>	<p>Minimum Physical Security for Telework from a Private Residence</p> <ul style="list-style-type: none"> • The room where the telework is to take place must have a door that can be locked. • The employee must ensure that no information is available to family members. • Equipment provided for telework is not to be used for any other purpose, nor to be used by anyone other than the employee.

requirements. If they have concerns, they may elect to request a review of the security profile of the residence or other location where the telework is being allowed.

- Laptops must be secured in the file cabinet when not in use.
- In a home telework situation where the employee is provided with a desktop CPU, the employee must ensure that nothing is saved to the hard drive, that the unit is logged off and shut down when not in use, and that records of User ID and Password are secured within the approved cabinet.
- By signing the telework agreement, the employee must be aware of and must allow periodic visits by the delegated manager, or CBSA Security to verify compliance with security requirements.
- The employee is responsible for ensuring the secure transfer of files and information to their office environment for permanent storage on a regular basis. Files should not be retained at a telework location in any quantity. Only those active files actual in use should be present at a telework location.
- The delegated manager approving the telework and the employee working from home must maintain a log of files removed from the office and brought into the telework environment. This log will be used to determine critical risk in the event of loss, and facilitate rebuilding or recovery of the lost assets.

- Confirm if any further security information should be included in the Guideline.
- Does a *Log of Files* form/document already exist from a Security perspective? Should an official standard form be created for this purpose.

Thanks in advance for your immediate assistance.

Francesca Gualtieri

Senior Advisor, Labour Relations Program, Human Resources Branch
Canada Border Services Agency / Government of Canada
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Agence des services frontaliers du Canada / Gouvernement du Canada
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APPENDIX B SECURITY

The purpose of this section is to provide employees with CIC standards and procedures relative to document and asset security while working at home or during transportation. The section also gives employees an overview of CIC guidelines for information technologies (IT). The following are extracts from: 1) Employee CIC Security Policy and Procedures Manual and 2) The IT Security Handbook for Employees.

The manager shall consult with the appropriate Document and Asset Security and/or Information Technologies Security Coordinators of his/her Branch/Regions to ensure that all measures are properly applied.

For an employee who requires the use of specific CIC IT equipment (i.e. PC, laptop, printer, etc.) and remote access from the telework place, the following two forms should be used and completed:

1. **Authorization for Removal of Material from Premises** and
2. **Authorization for Remote Access** or any applicable regional version.

A.2.1 DOCUMENT AND ASSET SECURITY

(Extract from: CIC - Employee CIC Security Policy and Procedures Manual, Telework Security Section, pp. 29-31.)

TELEWORK SECURITY

CIC telework policy enables employees, with the agreement of their managers, to work at locations other than their official workplace, and referred to as "telework places". This section describes the security policy and measures to be followed under telework arrangements when sensitive documents or valuable assets are taken out of the office and used at the telework place.

TELEWORK SECURITY ARRANGEMENTS

Upon approving requests to enter into a telework arrangement, managers must inform the employees of their obligation to safeguard and control sensitive government information and assets; and ensure that the telework arrangements are conducive to the employees meeting such an obligation.

In order to maintain adequate security, telework arrangements must comply with the following conditions:

- functions requiring the removal/transportation of files containing personal client information or other sensitive material must have appropriate mechanisms in place to ensure a level of security equivalent to that on-site;
- functions requiring ongoing electronic access to department data based and systems containing personal or other sensitive information should have secure gateway and encryption devices in place, or else use dedicated lines.
- the respective Computer Center manager should be contacted to authorize and establish this access.

Appendix B – Security (Cont'd)

Classified information and PROTECTED C information must not be taken out of the office for telework purposes.

Sensitive designated information marked PROTECTED (A or B) used for the purposes of telework must not be taken out of the office without proper authorization which includes written approval from the manager.

In all telework arrangements, managers are required to make teleworkers aware of requirements for safe custody and control of sensitive information and assets, through use of a written agreement completed by the teleworker and approved by an authorized official. The authorized official may be the supervisor, manager or senior management, depending on the requirements for access to sensitive information. Sensitive information and assets used for the purposes of telework must be safeguarded in accordance with security measures summarized in this Section and the established standards referred to throughout Employee CIC Security Policy and Procedures Manual.

In most instances, there may be a requirement to conduct a threat and risk assessment to specify the protection measures to be used at the telework place. This may be the case, for example, where a security incident has occurred or to assist employees in using proper safeguards. Such an assessment should be done by the Security Officer in consultation with the Regional IT security officer, the employee concerned and the employee's manager.

All government information and assets used for telework purposes must be immediately returned to CIC upon termination of the telework arrangement for any reason (e.g. management or employee decision, death, or illness).

RESPONSIBILITIES

Managers are responsible for briefing teleworkers on all aspects of the safe custody and control of sensitive information and assets.

Employees entering into a telework arrangement must indicate that they have been briefed by the manager, regarding their obligation on the safeguarding of sensitive information and assets, by signing the Telework Arrangement Form; and that they will take all reasonable steps to ensure that they comply with departmental practices and guidelines on telework.

GUIDELINES

Security Measures While in Transit

- To transport PROTECTED documents out of the office, use, as a minimum, a single, sealed envelope with no security marking. Refer to the charts on Employee CIC Security Policy and Procedures Manual, Storage and Transmission Section, pages 15-18. Contact your Security Officer for advice additional protection if required.
- If an automobile is used, place the envelope, briefcase, container or valuable equipment (e.g., laptop computers) in the locked trunk of the automobile or, where this is not possible, at least out of sight while ensuring the automobile is locked.
- Vehicles with a trunk release in the glove compartment and of the "hatchback" type offer little security and should not be used for extended storage.
- If public transportation is used, keep the briefcase or container in the passenger area and under visual control at all times. Do not expose the documents inside. When there is a requirement to

Appendix B – Security (Cont'd)

travel by plane with documents too bulky to be carried in locked briefcases, send the documents in a security-approved container which is checked in before the flight.

Security Measures in the Telework place

- If you take work to your telework place, keep sensitive material, when not in use, in a security-approved locked briefcase or in a security-approved locked cabinet placed in a safe area and ensure the information is adequately safeguarded at all times.
- Wherever possible, use diskettes to store sensitive computerized information.
- Be alert and observant to determine the required level of security in any given situation.
- Take precautions to guarantee that documents are not accessed by unauthorized persons.
- When you are working on sensitive material in a rented accommodation, entry by cleaners or others should not be permitted unless you ensure they cannot access sensitive information.
- A briefcase or container holding sensitive information must be placed in a secure place during brief absences. Otherwise, keep the case or container with you at all times.
- Place all sensitive waste material in a locked filing cabinet or approved container for storage until the material is brought back to the office for proper disposal.
- Protect computer systems from viruses. Scan systems periodically and all external diskettes before using them. Do not run games and unauthorized hardware and software on departmental computer systems.
- Ensure approved access control and encryption mechanisms have been installed on computer and electronic communication equipment and that they are always used for telework purposes.
- Maintain back-up copies of important or critical computer data and retain these at a second secure location.
- Immediately bring to the attention of your supervisor, manager and Security Officer, any security incident occurring at the teleworkplace.

A.2.2 SECURITY OF INFORMATION TECHNOLOGIES

(Extract from: CIC – The IT Security Handbook for Employees, Section 3.7 – Teleworking, page 9.)

TELEWORKING

CIC policy allows employees, with the agreement of their manager, to work at locations other than their official workplace - most commonly, their homes. This is referred to as teleworking. Employees who telework need to be particularly aware of their responsibilities for maintaining the security of hardware, software and information they have removed from the official workplace.

In general, the following points concerning IT security for teleworkers should be kept in mind:

- Always observe basic security precautions while working at home. For example, ensure that doors are locked when you are away, by ensuring that others can't damage computer equipment or delete important information, and that sensitive information is kept secured.
- If you routinely handle sensitive information at your offsite location, you may wish to install an access security software package on your computer. For assistance in selecting such a package, consult with your local IT security officer.

Appendix B – Security (Cont'd)

- If you are working from home, your computer will most likely be a stand-alone system, that is, a system not attached to a LAN through a permanent, high-speed connection. This means that you will be completely responsible for making regular backups of any important information you have stored on your system. You may even want to keep a copy of your backups at your regular office site as an extra precaution against data loss. For more information, see The IT Security Handbook for Employees, Section Information Security, Backups on page 11.
- The use of any modem during telework must be approved by the IT Security Coordinator.
- Finally, telework must never involve offsite access to, or storage of, classified or extremely Sensitive (Protected "C") information.

For more information, please see the following CIC policies and guidelines:

- CIC Security Policy and Procedure Manual,
- Employee CIC Security Policy and Procedures Manual
- The IT Security Handbook for Employees,
- Policy on the Use of Electronic Networks, and
- Security Guidelines for Laptop Computers.

Burke, Julie

From: Underwood, Marlene
Sent: April 15, 2019 05:34 PM
To: Burke, Julie
Cc: Nasrallah, MichelN; Wright, Melinda; Grewal, Jyoti
Subject: FW: Telework Policy - POSTPONED / Politique sur le télétravail - REPORTÉ

Importance: High

Good afternoon Julie et al...

Representatives of regional management in the GTA Region have asked if there is still an opportunity to forward comments for consideration/inclusion in the FAQs/communiqués that will accompany the above-noted policy?

We had advised that anyone wishing to make comments should do so by Thursday, April 18th. We will forward whatever comments we receive, however, I just wanted to flag this to see if there was still an opportunity to comment.

Thanks very much,

Marlene Underwood

Human Resources Team Leader, Central-South Portfolio
Human Resources Branch, Canada Border Services Agency / Government of Canada
Marlene.Underwood@cbsa-asfc.gc.ca / Tel: 905-803-5419 / TTY: 866-335-3237

Chef d'équipe en RH, Portefeuille du Centre-Sud
Direction générale des ressources humaines, Agence des services frontaliers du Canada / Gouvernement du Canada
Marlene.Underwood@cbsa-asfc.gc.ca / Tel: 905-803-5419 / TTY: 866-3357

From: Grewal, Jyoti <Jyoti.Grewal@cbsa-asfc.gc.ca>
Sent: March 26, 2019 12:11 PM
To: Chow, Jeanie <Jeanie.Chow@cbsa-asfc.gc.ca>; Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>; Doxey, Laurelle <Laurelle.Doxey@cbsa-asfc.gc.ca>; Glos, David <David.Glos@cbsa-asfc.gc.ca>; Nicholson, Jennifer <Jennifer.Nicholson@cbsa-asfc.gc.ca>; Zafar, Aiesha <Aiesha.Zafar@cbsa-asfc.gc.ca>
Cc: Janes, Lisa CBSA-ASFC <Lisa.Janes@cbsa-asfc.gc.ca>; Sheridan, Norm <Norm.Sheridan@cbsa-asfc.gc.ca>; Underwood, Marlene <Marlene.Underwood@cbsa-asfc.gc.ca>; Wong, Amy - EIOD <Amy.Wong3@cbsa-asfc.gc.ca>; Mimikopoulos, Christina <Christina.Mimikopoulos@cbsa-asfc.gc.ca>; Desforges, Meegan <Meegan.Desforges@cbsa-asfc.gc.ca>; Lopes, Bina <Bina.Lopes@cbsa-asfc.gc.ca>
Subject: Fw: Telework Policy - POSTPONED / Politique sur le télétravail - REPORTÉ
Importance: High

Please note below. The implementation of the Telework Policy has been delayed. We do not know when it will be official. Please continue current practices until we are told otherwise.

Thank you.

Jyoti Grewal

Sent from my Blackberry on the Bell Network

From: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>
Sent: Tuesday, March 26, 2019 12:04 PM
To: MacPhee, Jennifer; Oslund, Jodi; Smith, Janis; Grewal, Jyoti; Wright, Melinda; Fortin, Lily-Claude; Baxter, Shawna; Chartrand, Isabelle
Cc: Demers, Ann; Plant, Ashley; Burke, Julie
Subject: FW: Telework Policy - POSTPONED / Politique sur le télétravail - REPORTÉ

Hi y'all,

Just a quick note to advise you that the formal launch will be delayed while the supporting tools including the Telework Arrangement Form, Q&As and the comms plan are finalized. We should have a better sense next week as to the timing. In the meantime, if you have staff or clients with telework requests, the current provisions apply (i.e. manager's discretion unless it is a Duty to Accommodate, need to ensure proper security of protected information, etc.) and we'd suggest keeping track of such requests/telework situations – and following up with these clients with the appropriate CBSA governance tools once they are in place.

Thanks for your patience – and don't hesitate to advise if you have any questions or concerns.

Cheers

Salut à tous,

Juste une petite note pour vous informer que le lancement officiel sera retardé pour permettre que les outils de support, y compris le formulaire d'arrangement de télétravail, les questions / réponses et le plan de communication soient finalisés. Nous devrions avoir une meilleure idée de la date la semaine prochaine. Entre-temps, si vous avez des demandes de télétravail parmi votre équipe ou vos clients, les dispositions en vigueur s'appliquent (c.-à-d. La discrétion du gestionnaire sauf s'il s'agit de Mesures d'adaptation, la nécessité de garantir la sécurité des informations protégées, etc.) et nous suggérons de garder trace de telles demandes / situations de télétravail – et ensuite faire un suivi avec ces clients avec les outils de gouvernance appropriés du l'ASFC une fois qu'ils sont en place.

Merci de votre patience et n'hésitez pas à nous contacter si vous avez des questions ou des inquiétudes.

Michel Nasrallah

Director, Labour Relations Operations / Directeur, Relations de travail opérationnel
 Canada Border Services Agency / Agence des services frontaliers du Canada
 MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry: 613-220-3339

From: Burke, Julie
Sent: February 15, 2019 4:26 PM
To: McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>; MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Oslund, Jodi <Jodi.Oslund@cbsa-asfc.gc.ca>; Smith, Janis <Janis.Smith@cbsa-asfc.gc.ca>; Laurencelle-Peace, Lisa <Lisa.Laurencelle-Peace@cbsa-asfc.gc.ca>; Grewal, Jyoti <Jyoti.Grewal@cbsa-asfc.gc.ca>; Wright, Melinda <Melinda.Wright@cbsa-asfc.gc.ca>; Fortin, Lily-Claude <Lily-Claude.Fortin@cbsa-asfc.gc.ca>; Baxter, Shawna <Shawna.Baxter@cbsa-asfc.gc.ca>
Cc: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>
Subject: Telework Policy

Please find attached the CBSA Telework Policy that was endorsed at EC yesterday. The Policy will not come into effect until April 1, 2019 with a phased in approach.

Over the coming weeks we will be developing guidelines, Q&As etc to support managers as well as a Comms plan.

Have a great weekend.

Julie Burke

Director, Workplace Issues Management

Canada Border Services Agency / Government of Canada

Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237

Directrice, Gestion des enjeux en milieu de travail

Agence des services frontaliers du Canada / Gouvernement du Canada

Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237

Burke, Julie

From: Azar, Alan
Sent: April 16, 2019 09:58 AM
To: Gualtieri, Francesca
Cc: Lukca, Michael; Burke, Julie; Christianson, Susanne; Anderson, Edith
Subject: RE: Telework: Security

Hi Francesca,

I had the opportunity to discuss the below file with my Manager and Director.

We do not think that our Division should be the point of contact for Security for this file.

As discussed previously, the below request should probably be sent to following recipients:

Infrastructure and Information Security

Director: Benouattaf, Rachida Rachida.Benouattaf@cbsa-asfc.gc.ca

Physical Security – Manager: Richard, Wayne Wayne.Richard@cbsa-asfc.gc.ca

Information Security – Manager: Lanctôt, Denis Denis.Lanctot@cbsa-asfc.gc.ca

For ISTB, if Geneviève Binet has already been your point of contact, you can reach back out to her saying that you require the Enterprises Services Directorate (IT Security Division) to provide IT Security guidance for the file. Robert Eggleton (Robert.Eggleton@cbsa-asfc.gc.ca) is the Director for this area (*IT Security and Continuity*).

Alan

Alan Azar

Security Advisor, Finance and Corporate Management Branch
Canada Border Services Agency / Government of Canada
alan.azar@cbsa-asfc.gc.ca / Tel: 343-291-7735 / TTY: 866-335-3237

Conseiller en sécurité, Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada / Gouvernement du Canada
alan.azar@cbsa-asfc.gc.ca / Tél. : 343-291-7735 / ATS : 866-335-3237

From: Gualtieri, Francesca
Sent: April 15, 2019 11:31 AM
To: Azar, Alan
Cc: Lukca, Michael ; Burke, Julie ; Christianson, Susanne
Subject: Telework: Security

Hi Alan,

This is following our discussion from last week regarding the *CBSA Telework Policy*.

As mentioned, our office is presently in the process of putting into place instruments to support the *Policy*.

For your reference, we have already engaged with Geneviève Binet from ISTB in order to take into consideration the IT perspective.

At this time, we would like to explore the possibility of introducing standardized security forms for telework and/or remote access purposes.

Security Forms

Can you please let me know if we presently have official CBSA security forms for telework and/or remote access related situations?

As a suggestion, we would like this type of information to form part of the CBSA security form(s) and checklist for telework/remote access situations (if they do not already exist).

FOR THE PROTECTION OF SENSITIVE INFORMATION AND ASSETS OUTSIDE THE WORKPLACE

Employees who are required to handle (e.g., access, process, transport) designated "Protected" and "Protected – Particularly Sensitive" information (referred to hereafter as sensitive information) and assets outside of Canada Border Services Agency (CBSA) premises for the purpose of performing work-related activities are subject to comply with the established agency operational and security policies, standards and guidelines, and the security requirements contained in this Acceptable Use Policy (AUP).

Working outside of CBSA premises includes official teleworking agreements, telecommuting services (e.g., hotelling, working at residences, being on travel status, job specific functions such as Auditors, Collectors, mobile Customs Officers) which may require access to Agency Information Systems when conducting official business. Teleworking/Telecommuting services allow for the manipulation of sensitive information either in paper form or by utilizing Agency Information Systems for processing, storing and transmitting sensitive information as if working on CBSA premises.

As an authorized user of the Telecommuting (Teleworking) services I am responsible for:

- Using only approved devices (ie: computer) that have been provided by the CBSA for accessing, processing, storing or transmitting sensitive information.
- Using only CBSA approved software and respecting all licensing agreements.
- Accessing sensitive information and CBSA Systems for the sole purpose of performing assigned, work-related activities.
- Never attempting to bypass CBSA security mechanisms.
- Ensuring persons such as friends or family members are not allowed to access CBSA Systems or view sensitive information.
- Taking extra precautions when accessing, processing, storing or transmitting sensitive information in a public/private place to avoid shoulder surfing or eavesdropping.
- Using caution and care to ensure information communicated via electronic mail (e-mail) is forwarded to the intended recipients, and that all sensitive information is encrypted under approved agency algorithms before it is transmitted (for more information, please refer to Electronic Networks Policy Guidelines link provided: http://atlas/cb-dgc/pol/cm-mc/sv-vs/index_eng.asp).
- Ensuring changes to the configuration of the device are made by designated agency information technology (IT) support staff, or under the direct instruction of designated agency IT staff.
- Never installing, modifying or altering the configuration of hardware or software without authorization.
- Ensuring the device is equipped with CBSA approved logical access controls, encryption and a current anti-virus product.
- Encrypting any protected information residing on hard drives or removable media using approved CBSA encryption software.
- Obtaining a unique user identification (ID) code and complying with the rules and regulations associated with the use of the UserID.
- Understanding that I am accountable for all accesses and transactions made with the use of my UserID.
- Complete a Privileged User Risk Management (PURM) form if I require Administrative Rights over the device (contact your local IT help desk for more information, if required).
- Ensuring my password is in accordance with CBSA standards:
 - 6 alphanumeric characters,
 - Not easily guessable,
 - Changed at least every six months or immediately if it is suspected they have been compromised, and

- Never revealed or shared with anyone.
- Understanding that CBSA systems and information resources are subject to monitoring.
- Participating in a semi-annual security audit and inspection of the device.
- Activating the screen-save feature with password protection when I leave active session(s) unattended for short periods of time.
- Terminating all active sessions and logging-off the Agency Information Systems when I am finished performing work-related activities or when leaving for extended periods of time.
- Ensuring that I supervise all authorized maintenance and support by non-CBSA personnel needing access to equipment, software or to areas storing sensitive information.
- Reporting any actual or suspected loss, unauthorized disclosure of sensitive information or Agency Information Systems immediately to Security and Professional Standards Directorate through the employee's delegated manager in accordance with the CBSA Comptrollership Manual, Security Volume, and Chapter 15 – Reporting of Security Incidents.
- Maintaining regular backup of my critical and essential files, and retaining them at a separate location as needed.
- Ensuring any sensitive information written to removable media, such as diskettes, hard disks, tapes, CDs, etc., is encrypted by the installed secured configuration. If this is not possible, it is to be encrypted under approved agency algorithms and stored in a lockable cabinet when not being used. When encryption is not possible the media is to be stored in approved containers secured with a padlock or combination lock.
- Ensuring physical access to sensitive information and assets are controlled at all times by:
 - Storing sensitive information, laptops and notebooks in approved briefcases or containers when not in use;
 - Protecting computer systems, laptops and notebooks as I would any other valuable asset.
- Ensuring sensitive information and assets in-transit are protected in accordance with the CBSA Comptrollership Manual, Security Volume.
- Ensuring sensitive information and media are handled (i.e. marked, stored, destroyed, erased and communicated) in accordance with established agency security policies, standards and guidelines.
- Refraining from smoking, eating, and drinking while around Agency Information Systems as this can lead to equipment failures, data corruption, etc.

As a user of the Telecommuting (Teleworking) services, I take full responsibility for my actions and understand that any violation of the spirit or intent of these security requirements, agency operational and security policies, standards, and guidelines can lead to revocation of this privilege, disciplinary action up to and including dismissal, and possible criminal prosecution.

I understand the use of CBSA IT systems and information resources are subject to monitoring, and by using these IT systems and information resources to perform only assigned work-related activities, that I consent to such monitoring.

Building

1	<p><i>Standard</i> Private home</p> <p>The intent of this questionnaire is to record an accurate picture of the telework environment. Literary description and photographs may be used to identify the security zones and features within the telework environment and surrounding area.</p>	(Describe housing and facilities where telework services will be located. Include current security devices)
2	<p>Exterior doors MUST have the following security hardware:</p> <ul style="list-style-type: none"> o Locking latch set o Auxiliary dead bolt 	Yes No

		Yes No
--	--	--------

Interior Spaces

3	Lockable door on the telework room	Yes No
4	The room used for telework must be equipped with an Agency provided, Security approved file cabinet. The cabinet must placed away from windows.	Yes No
5	All windows are secured. (This securing device may be a solid locking device approved by local security, or a drop bar that fits snugly between the sliding pane and a fixed window jamb.)	Yes No
6	CPU display screens are positioned such that it cannot be viewed from an exterior location or by family members within the home when in use.	Yes No
7	Will the location of telework services be within a designated area within the home?	Yes No
8	Is the designated area for the telework services used for any other purpose other than telework?	Yes No (If yes, detail other uses)

Emergency Procedures and Business Continuity Planning

(This section is intended in the event alternate arrangements need to be arranged/considered)

1	Proper response procedures are in place for handling emergency situations.	Yes No
2	A full continuity plan is in place in the event of total loss of the telework facility?	Yes No
3	If an alternate site is identified (as per the Acceptable Use Policy) are procedures in place to periodically inspect the alternate site?	Yes No

As an example, enclosed is a copy of *CIC's Telework Policy*, which specifies:

- Security related information in Appendix B; and
- Indicates two (2) security forms, which are used for all telework related situations:

(1) Authorisation for Removal of Material from Premises; and

(2) Authorization for Remote Access.

Telework Guidelines

We want to ensure any currently existing security instruments/references are taken into consideration.

- Please let me know what security related information should be included in the Telework Guideline (i.e. such as the *CBSA Policy on Information Security*....etc.).
- Confirm if you agree that the following security related information be incorporated in the Guideline.

The teleworker will use only the CBSA standard secure remote access (SRA) workstation and the standards and rules for SRA must be followed. The teleworker is required to connect to the network periodically or

bring the workstation into the office on a regular basis to ensure security patches and platform/software upgrades are applied.

At the termination of this *Agreement* (unless it is renewed), the employee is to return to the CBSA, all material provided to him or her.

The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of material including the limited personal use of CBSA electronic networks (*Electronic Networks Policy Guidelines*) and to take all reasonable care to protect and safeguard the Agency's assets and information being used at the telework place.

The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee performance of his or her duties at the telework place.

The employee will complete the *XXX CBSA security form* (i.e. Telework Security Acceptable Use, previous Appendix B) to ensure that all security requirements at the telework place are complied with.

The employee agrees to allow, with reasonable notice (if required), a CBSA representative identified by the delegated manager access to the telework place to ensure that the telework place meets any security requirements. TO BE REMOVED

The employee agrees to review and comply with CBSA security policies, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.

The employee will immediately notify the delegated manager of any breach of security involving CBSA information and/or assets.

Physical Elements

<p>The maximum classification of documentation, information or assets eligible for telework is Protected B.</p> <p>The delegated manager authorizing the telework environment for an employee is responsible to ensure the security of CBSA assets and information in that environment. The telework environment is to first be reviewed by the delegated manager responsible, using this document as a guide to the security requirements. If they have concerns, they may elect to request a review of the security profile of the residence or other location where the telework is being allowed.</p>	<p>Minimum Physical Security for Telework from a Private Residence</p> <ul style="list-style-type: none"> • The room where the telework is to take place must have a door that can be locked. • The employee must ensure that no information is available to family members. • Equipment provided for telework is not to be used for any other purpose, nor to be used by anyone other than the employee. • Laptops must be secured in the file cabinet when not in use. • In a home telework situation where the employee is provided with a desktop CPU, the employee must ensure that nothing is saved to the hard drive, that the unit is logged off and shut down when not in use, and that records of User ID and Password are secured within the approved cabinet. • By signing the telework agreement, the employee must be aware of and must allow periodic visits by the delegated manager, or CBSA Security to verify compliance with security requirements. • The employee is responsible for ensuring the secure transfer of files and information
---	--

	<p>to their office environment for permanent storage on a regular basis. Files should not be retained at a telework location in any quantity. Only those active files actual in use should be present at a telework location.</p> <ul style="list-style-type: none"> • The delegated manager approving the telework and the employee working from home must maintain a log of files removed from the office and brought into the telework environment. This log will be used to determine critical risk in the event of loss, and facilitate rebuilding or recovery of the lost assets.
--	--

- Confirm if any further security information should be included in the Guideline.
- Does a *Log of Files* form/document already exist from a Security perspective? Should an official standard form be created for this purpose.

Thanks in advance for your immediate assistance.

Francesca Gualtieri

Senior Advisor, Labour Relations Program, Human Resources Branch
Canada Border Services Agency / Government of Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NEW Tel: 613-946-4288

Conseillère principale, Programme des relations de travail, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
francesca.gualtieri@cbsa-asfc.gc.ca / NOUVEAU Tél. : 613-946-4288

Burke, Julie

From: Williams, Patricia
Sent: May 2, 2019 07:26 AM
To: Burke, Julie
Cc: Eggleton, Robert
Subject: RE: DSO and IT Security - Telework Policy

Hello Julie,

Were you able to review the email I sent below? Do you have any feedback, comments or can I arrange a meeting to discuss this with the DSO and IT Security people and you?

Let me know,
Patricia

From: Williams, Patricia
Sent: April 11, 2019 12:01 PM
To: Burke, Julie
Cc: Eggleton, Robert
Subject: DSO and IT Security - Telework Policy

Good morning Julie,

I tried to talk to you but as I am leaving tomorrow until the 24th April I wanted to send you this email to say I have shared the Telework Policy with the group listed:

(Eggleton, Robert <Robert.Eggleton@cbsa-asfc.gc.ca>; Azar, Alan <Alan.Azar@cbsa-asfc.gc.ca>; Campbell, Scott G <ScottG.Campbell@cbsa-asfc.gc.ca>; Lanctôt, Denis <Denis.Lanctot@cbsa-asfc.gc.ca>; Delarge, Patrick <Patrick.Delarge@cbsa-asfc.gc.ca>; Mbuyi, Steve <Steve.Mbuyi@cbsa-asfc.gc.ca>; Anderson, Edith <Edith.Anderson@cbsa-asfc.gc.ca>; Lukca, Michael <Michael.Lukca@cbsa-asfc.gc.ca>; Armstrong, Jamie <Jamie.Armstrong@cbsa-asfc.gc.ca>)

They are from the DSO and IT Security and I met them this morning to discuss the DSO- Travel Policy that is currently being worked on. Which happens to be related to the Telework Policy you are currently working on as both policies are covering employees not on site. The group would like to have some verbiage to account for people requesting Telework privileges other than their normal Primary Residence. This includes secondary locations or locations outside of Canada. These requests require a higher level of review and a formalized risk assessment and then approval/denial.

This would reduce emails/questions and confusion from employees and reduce the work for HR while maintaining a healthy risk profile for the Agency.

I was thinking that people could use the same form that you have created but forward it to a DSO or IT Security mailbox (to be determined) to have a formal review done and an answer returned to the employee, the manager and HR. What do you think?

I was also thinking of something within the start of your document such as (in YELLOW):

Policy Statement:

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

(insert)

This Policy does not consider exceptions such as a secondary residence request or teleworking outside of Canada. For those situations you must refer to APPENDIX A.

APPENDIX A: Request for Exception Approval (placed near or at the end of Telework Policy document)

Request for Exception Approval

This appendix details the steps required to obtain an exception to the normal Telework Policy at CBSA and covers the following situations:

- Working part-time while on vacation
- Secondary residence – inside or outside of Canada
- Other situations that do not fall under the Telework Policy

To seek approval for the following situations you must fill out the **Telework Request Form** and send to the xxxx@cbsa-asfc.gc.ca (I will get the real mailbox address and below is the idea of the statement that will be reviewed and rewritten to ensure it covers the request) Does this policy also cover Consultants or Contractors?

Once your request is received, it will be processed within 10 business days (or 15?) and a response sent back.

Note: If you receive a approved exception and your situation changes and you want to continue Teleworking then you must immediately resubmit the original approved request and a new request detailing the change to your situation or if you are going to cancel the agreement then notify the above mailbox ASAP.

A reminder: What is Security?

The Policy on Government Security (PGS) defines Information Technology (IT) security as the "safeguards to preserve the confidentiality, integrity, availability, intended use and value of electronically stored, processed or transmitted information". The information and systems you use daily are critical to the CBSA's business operations.

The use of IT continues to grow at a dramatic pace, so do the threats to the security of computer systems and the information being processed, stored or transmitted by this technology. You are the best protection available: remain aware of your personal IT security responsibilities and your diligent use of security techniques. It is everyone's responsibility at the CBSA to ensure that the Agency's computers, communications systems and information are secure.

http://atlas/istb-dgist/services/it-ti-sec/it_t sec_eng.asp

Patricia Williams

Team lead/ Chef d'équipe

Governance, Strategy and Major Projects/ Gouvernance, stratégie de la TI et projets majeurs IT Security and Continuity Division |

Division de la sécurité et de la continuité de la TI

Enterprise Services Directorate | Direction des services de l'entreprise

Information, Science and Technology Branch | Direction générale de l'information, des sciences et de la technologie

Canada Border Services Agency | Agence des services frontaliers du Canada

Ottawa, ON, K1A 0L8 | Ottawa, Ont., K1A 0L8

patriciawilliams@cbsa-asfc.gc.ca

Telephone | Téléphone 343-291-6694

Gouvernement of Canada | Gouvernement du Canada

Burke, Julie

From: Nasrallah, MichelN
Sent: May 7, 2019 12:34 PM
To: MacPhee, Jennifer; Demers, Ann
Cc: Burke, Julie
Subject: RE: Telework in the Atlantic Region

Thanks Jennifer,
What is the regional policy? Can you share it?

From: MacPhee, Jennifer
Sent: May 7, 2019 12:33 PM
To: Nasrallah, MichelN ; Demers, Ann
Subject: Telework in the Atlantic Region

Good morning Ann and Michel,

As you are both aware, the Atlantic Region is moving to an ABW workspace on Monday. The issue of telework, in a more formalized way, is becoming more and more of an issue for this team particularly as the Region has introduced a formal policy in the last few weeks. Employees who report regionally are requesting and getting approved to telework. It presents a significant morale challenge for me. Can we follow the Regional guideline until our national policy is available? What is our position going forward on this option?

Thanks,
Jennifer

Jennifer MacPhee
Assistant Director- East Portfolio
Human Resources Branch, Canada Border Services Agency / Government of Canada
Jennifer.macphee@cbsa-asfc.gc.ca / Tél. : 902-403-3882 / TTY: 866-335-3237

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Direction générale des ressources humaines, Agence des services frontaliers du Canada / Gouvernement du Canada
Jennifer.macphee@cbsa-asfc.gc.ca / Tél. : 902-403-3882 / ATS : 866-335-3237

Burke, Julie

From: MacPhee, Jennifer
Sent: May 7, 2019 12:48 PM
To: Nasrallah, MichelN; Demers, Ann
Cc: Burke, Julie
Subject: RE: Telework in the Atlantic Region
Attachments: Atlantic Part Time Telework Guideline-ENG.docx

Hi Michel,

See attached.

Thanks,
Jennifer

From: Nasrallah, MichelN
Sent: May 7, 2019 1:34 PM
To: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>
Cc: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: RE: Telework in the Atlantic Region

Thanks Jennifer,
What is the regional policy? Can you share it?

From: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>
Sent: May 7, 2019 12:33 PM
To: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>
Subject: Telework in the Atlantic Region

Good morning Ann and Michel,

As you are both aware, the Atlantic Region is moving to an ABW workspace on Monday. The issue of telework, in a more formalized way, is becoming more and more of an issue for this team particularly as the Region has introduced a formal policy in the last few weeks. Employees who report regionally are requesting and getting approved to telework. It presents a significant morale challenge for me. Can we follow the Regional guideline until our national policy is available? What is our position going forward on this option?

Thanks,
Jennifer

Jennifer MacPhee
Assistant Director- East Portfolio
Human Resources Branch, Canada Border Services Agency / Government of Canada
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Atlantic Region Part-Time Telework Guideline

April 2019



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Guideline Statement

It is the policy of the Canada Border Services Agency (CBSA) Atlantic Region to support employees' request for Part-Time (PT) Telework arrangements when it is operationally feasible and incurs no extra cost to the CBSA, subject to certain conditions being met.

Effective Date

The effective date of this guideline is April 17, 2019 and is to be implemented where the success criteria are in place.

Preamble

CBSA Atlantic Region is committed to fostering workplace well-being as well as embracing nontraditional employment arrangements that reflect the evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. PartTime (PT) Telework is a flexible work arrangement that can be used at management's discretion, where operationally feasible and aligned with organizational priorities.

PT Telework can benefit both the organization as well as employees on various levels such as attracting and retaining skilled individuals; and providing options for improved work-life balance.

Objectives

To outline a guideline for the region-wide consistent application of PT Telework as a flexible work arrangement option for employees in the Atlantic Region, when operationally feasible and aligned with organizational priorities.

Definitions

Designated Workplace – location where the employee would normally be assigned to work if there were no PT Telework arrangement.

Part-Time Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis, to a maximum of two days per week. It does not include punctual events where an employee performs work at a location other than the designated workplace such as during inclement weather.

Part-Time Telework Place – the alternative work location where the employee is permitted to carry out the work otherwise performed at or from their designated workplace.

Guideline Requirements

Participation in a PT Telework arrangement is voluntary and to be approved at the respective Director's discretion, upon recommendation of the manager, on a case-by-case basis. The following success criterion must be in place:

- the parameters of the arrangement must be recorded using the PT Telework Agreement form;

- the PT Telework Agreement must be completed and signed by the employee and the delegated manager and recommended to the Director for final approval before the PT Telework arrangement begins;
- the agreement is for an employee to carry out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis, to a maximum of two days per week;
- the arrangement must be reviewed at a minimum, every six months and will be automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle; or
 - upon request by the employee, delegated manager or Director.
- the Agreement is not transferable across positions (a change in position will require a new PT Telework Agreement and a new approval);
- the parties agree situations of ad-hoc telework do not fall under the auspices of this Guideline. Furthermore, PT Telework under this Guideline shall not be used to facilitate fulltime family care obligations (such as caring for an ill family member or caring for children during Professional Development days);
- the PT Telework Agreement has no impact on employees hours of work (i.e. hours of work should be the same as if employee is working from designated workspace);
- the parties agree the PT Telework Agreement is not the result of a workplace accommodation. Any alternative workplace arrangements established as a result of a workplace accommodation are subject to separate policies and regulations and should be conducted in coordination with Labour Relations and the Duty to Accommodate Policy;
- the employee understands they may be requested to report to the designed workplace for training and/ or meetings, upon the discretion of the respective manager;
- the employee must negotiate with their manager the pre-established day/s they will telework;
- the employee understands they are not on Travel Status during this arrangement, and on when travel is required the employee shall report to the Designated Workplace prior to departure (unless the manager approves otherwise); and
- a PT Telework Agreement can be ended by either party with two weeks' notice in writing.

Equipment

- the employee will be equipped with a single device (laptop) as per the CBSA one-device policy for the work performed at the designated and PT Telework place. This does not include office furniture, monitor, keyboard and/or other computer accessories;
- the employee is not to use their personal computing or electronic devices when teleworking to store, access or process CBSA information;
- the employee is not to print CBSA documents at home, work documents must be printed at work; and
- approved encryption software must be used to encrypt sensitive information.

Prior to recommending to the respective Director, and at any point during the PT Telework arrangement, the delegated manager must ensure that the following conditions are met:

- the nature of the work to be performed is suitable for PT Telework;
- the work to be performed does not require daily printing of documents, face-to-face meetings with clients or colleagues, or other site-specific requirements that may be determined;
- the results of the work performed in PT Telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;

- the employee can be reached by phone during the working hours as outlined in the PT Telework Agreement;
- the employee is equipped with a single device (one-device policy) for the work performed at the designated and PT Telework place;
- the equipment used for the PT Telework arrangement complies with the relevant CBSA policies;
- the approval of PT Telework does not result in additional costs to CBSA;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct are well known by the employee;
- the custodial arrangements for management of information at the PT Telework site meets security requirements and security or protection of the information or other CBSA assets is not compromised at the PT Telework workplace;
- there are no performance or conduct issues; and
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the designated workplace.

Failure to adhere to the above may lead to the termination of the PT Telework Agreement.

Roles and Responsibilities

The Delegated manager (supervisor) and PT Telework employee are responsible for fulfilling their respective PT Telework Guideline and PT Telework Agreement obligations.

Respective Director

- Ensure that the conditions described in the guideline requirements section are met before approving any proposed PT Telework Agreements recommended by the delegated manager.
- Ensure the regional PT Telework Guideline is applied consistently across the region, when operationally feasible and aligned with organizational priorities.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework.
- Ensure that the conditions described in the Guideline requirements section (above) are met before recommending any proposed PT Telework Agreements to the respective Director;
- Ensure that the conditions of the Guideline requirements are maintained throughout the duration of the PT Telework arrangement.
- Ensure that the employee is aware of their obligations pursuant to the Canada Labour Code Part II and review the working conditions with the employee to identify health and safety concerns.

Employee

- Review, understand and comply with this guideline.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the Code of Conduct.
- Ensure that his or her PT Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Guideline and his or her PT Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations (i.e. ergonomic needs and ability to physically move periodically throughout the day).
- While part-time teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - ensuring any client service delivery is not impacted;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
- Immediately notify the manager if any requirement of the PT Telework arrangement and/or Guideline is no longer being met or that the employee suspects is no longer being met.
- Assume responsibility for the cost of office furniture (such as desks, chairs, and computer table); any computer accessories; and any other costs such as insurance, heat, hydro, and internet as part of the PT Telework place;

Main References

- Canada Labour Code
- Code of Conduct
- Conflict of Interest and Post Employment
- Information Security Policy
- CBSA National Telework Policy
- Treasury Board Telework Policy
- Policy on the Use of Electronic Resources
- Policy on Information Technology (IT) Security
- Federal Public Service Labour Relations Act
- Relevant collective agreements
- Security Policy
- Appropriate Use of Electronic Networks

Enquiries

Enquiries regarding this Guideline should be forwarded to the Regional Director of Corporate and Programs Services.

Burke, Julie

From: Burke, Julie
Sent: May 13, 2019 01:46 PM
To: Gualtieri, Francesca; Christianson, Susanne
Subject: Telework guidelines

Could I see the draft of the guidelines and the telework agreement
Thank you

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

Burke, Julie

From: Christianson, Susanne
Sent: May 13, 2019 02:00 PM
To: Burke, Julie
Cc: Gualtieri, Francesca
Subject: RE: Telework guidelines
Attachments: GUIDELINES telework May 2 2019.docx; 20190506-AgreementForm.docx; 20190501-OHSForm and attestations.docx; Acceptable Use Policy Acknowledgement 20190502.docx; 20190502-TeleworkPolicy.docx

Please see attached

1. DRAFT guidelines. I am reworking for format and reducing some of the paragraphs. Currently open on my desktop.
2. Telework Agreement Form
3. OHS Form/attestations
4. Acceptable Use Policy Acknowledgement
5. Telework Policy with recommended changes highlighted.

Please let me know if you have any concerns with approach!

Susanne

From: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Sent: May 13, 2019 10:46 AM
To: Gualtieri, Francesca <Francesca.Gualtieri@cbsa-asfc.gc.ca>; Christianson, Susanne <Susanne.Christianson@cbsa-asfc.gc.ca>
Subject: Telework guidelines

Could I see the draft of the guidelines and the telework agreement
Thank you

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
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Telework Policy Guidelines

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1.0 General

The purpose of this guideline is to assist management and employees understand their respective roles and responsibilities when entering into a Telework Agreement, as provided for under the Canada Border Services Agency's (CBSA) Telework Policy. As such, this guideline is to be read in conjunction with the CBSA Telework Policy.

CBSA supports the approval and use of telework arrangements, thus allowing employees to achieve balance between their work and personal lives, while continuing to contribute to the attainment of organizational goals where it is economically and operationally feasible to do so. Telework may also be an option for employees who have a substantiated accommodation need. Requests for telework shall be considered by management in a fair, equitable and transparent manner.

This guideline introduces key principles of telework within the CBSA as well as factors that management and employees should give consideration to when discussing telework as an alternative work arrangement. The administrative procedures related to implementing a telework arrangement are outlined, as well as a questions and answers section and applicable checklists.

2.0 Context

The CBSA Telework Policy was approved by the CBSA Executive Committee on February 14, 2019, with an effective date of April 1, 2019. The Telework Policy is supported by this guideline as well as related ... links to other areas....

While Labour Relations Programs, Labour Relations and Compensation Directorate, is the office of primary interest regarding this policy and guideline, other stakeholders include the Occupational Health and Safety Division,,, Security Directorate, Information Technology Branch, and each stakeholder area remains responsible for the requirements to be adhered to within the policy and guideline... ?.....and keeping the checklists, etc updated.

Great... green.. supports work-life balance.. retention...modernize...

3.0 Definitions

See definitions in the CBSA Telework Policy.

4.0 Key Principles

Generally, telework is considered by management when in receipt of a request from an employee. However, management may also approach an employee to consider a telework agreement, when it would be a viable work option. Regardless of how the telework request has come about, the following principles must be examined by both management and the employee:

4.1 Operational Feasibility

As management is familiar with the work performed in their area of responsibility, management must assess whether the functions performed by the employee can be feasibly and economically performed from outside the designated workplace. Many duties performed in the designated workplace could be performed equally as well as from a designated telework location. Some examples of work that may be suitable for a teleworking arrangement include: information technology analysts, translators, program specialists and technical writers.

There are, however, certain duties that cannot be feasibly performed from a designated telework location. For example, duties which require extensive face-to-face interaction with the supervisor, the public or other employees would not be operationally feasible for a telework arrangement. Further, duties that require the handling of sensitive materials that directly affect the public and/or duties that require the use of specialized facilities, equipment or frequent need to access paper files would render it physically impossible for the work to be completed at a designated telework location.

Points to consider:

- All types of jobs are not suitable for telework.
- Telework has to make sense from an operational point of view.
- All aspects, including possible increases in workload of those remaining in the office, must be considered.
- Service to the client must not be adversely affected.

4.2 Productivity

A telework agreement should not result in a loss of productivity, either in quantity or quality. The work expectations of a teleworking employee must be consistent with the standards of work and deadlines that would have been placed on this employee had they been working at the designated workplace.

Points to consider:

- Employees should perform work in the same amount and equally as well as when working in the designated workplace
- The overall level of service to the client should not be reduced.

4.3 Cost neutrality

The implementation of a telework arrangement may incur start up costs, however....

Points to consider:

- Telework should not bring extra unrealistic costs.
- Telework should be perceived as an investment as well as an expense...?

4.4 Access to Telework

A telework arrangement may be considered as a result of discussion between an employee and his or her manager. Approval of a Telework Agreement is at the discretion of the immediate supervisor/manager and the Delegated Manager.

Points to consider:

- Entering into a telework agreement is voluntary.
- The option of teleworking is not an entitlement nor is it an obligation.
- Requests are to be considered on a case by case basis.
- A telework agreement can be terminated at any time, with reasonable notice by either management or the employee.

4.5 Adherence to Policies, Guidelines, Directives

All CBSA and Treasury Board policies, guidelines and directives that apply at the employee's designated workplace also apply at the designated telework location. This also includes adherence to occupational health and safety legislation and related instruments, information technology policies and practices and security policies. In addition, in general, the benefits for employees who telework are the same as if they were working at the designated work location.

Points to consider:

- Collective agreement are to be respected and adhered to.
- Overtime may be necessary while teleworking. Overtime is to be authorized in advance by the employer or be in accordance with standard operating procedures.
- Teleworking employees and management will establish the official hours of work as well as when and how the employee will be available and accessible.

- Teleworking employees who may become injured in the course of their duties are to follow the same reporting procedures as they would had they become injured while working at the designated workplace.
- Teleworking employees must respect CBSA and federal government security standards.

4.5.1 Occupational Health & Safety

Both employees and management should be aware of how to establish a healthy and safe work environment. The occupational health and safety (OHS) of the employee will not be jeopardized as a result of the telework agreement. It is recommended that the manager and employee take the following mandatory OHS training:

- Occupational Health and Safety in the Workplace (H3001-N)
- Occupational Health and Safety for Managers and Supervisors (H3034-N)
- Violence Prevention in the Workplace (H7051)

The employee will comply with the Canada Labour Code, Part II, the National Joint Council – OHS Directive, and all CBSA policies pertaining to OHS.

The Occupational Health & Safety Checklist and Attestation (Appendix B) must be completed as part of the Telework Agreement Form.

4.5.2 Security of Electronic Information and Access

The teleworking employee will only use the CBSA standard secure remote access (SRA) platform installed on Information Technology (IT) equipment to obtain remote access. The standards and rules for SRA must be followed. The teleworking employee is required to connect to the network periodically or bring the equipment into the office on a regular basis to ensure security patches and platform/software updates are applied.

Equipment used for telework is not to be used for any other purpose, nor to be used by anyone other than the employee

Laptops are to be secured in an Agency provided file cabinet when not in use.

The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of material, including the limited personal use of CBSA electronic networks and to take all reasonable care to protect and safeguard the Agency's assets and information being used at the designated telework location.

The employee agrees to review and comply with CBSA security policies, standards and procedures and to take all reasonable care to protect sensitive government information and

assets at the designated telework location against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.

The employee will immediately notify the delegated manager of any breach of security involving CBSA information and/or assets.

The Acceptable Use Policy Acknowledgement (Appendix C) must be completed as part of the Telework Agreement Form.

4.5.3 Building Security

Management must inform employees of their obligation to safeguard and control sensitive government information and assets and to ensure that telework arrangements are conducive to employees meeting such an obligation.

The minimum physical security requirements for telework from a private residence are as follows:

- Exterior doors must have a locking latch set AND an auxiliary dead bolt
- The room where the telework is to take place must have a door that can be locked.
- The room to be used for telework must be equipped with an Agency provided, Security approved, file cabinet. This cabinet must be placed away from windows.
- All windows must be secured.
- Laptop or computer screens must be positioned such that the display screen(s) cannot be viewed from an exterior location or by family members within the home when in use.
- Proper response procedures must be in place for handling emergency situations, as well as a work continuity plan, in the event that the designated telework location becomes unavailable.

The delegated manager authorizing the telework agreement for an employee is responsible to ensure the security of CBSA assets and information in that environment. If management has concerns regarding a proposed designated telework location, they can require a review of the security profile of the location through their local Security contact.

4.5.4 Document Security

The maximum classification of documentation, information or assets eligible for telework is Protected B.

The employee must ensure that no information is available to family members.

The employee is responsible for ensuring the secure transfer of files and information to their office environment for permanent storage on a regular basis. Files should not be retained at a designated telework location in any quantity. Only those active files in use should be present at a designated telework location.

A log of files removed from the designated work location should be maintained.

4.6 Performance Management

Expectations for teleworking employees are same whether working at the designated telework location or the designated work location. Management must adhere to the performance management cycle for both teleworking and non-teleworking employees. Work objective setting and regular performance feedback needs to be managed in a consistent manner.

Points to consider:

- Management may need to adapt the manner in which they manage employees who telework, which may involve a learning curve for supervisors who have not previously managed employees remotely.
- The teleworking employee and the manager/supervisor share the responsibility to ensure performance expectations are understood prior to the start of the telework arrangement.
- There should be ongoing discussion between employee and supervisor regarding work objectives and expected results, as well as ongoing feedback.

4.7 Telework Agreement

A telework agreement is a formal written agreement which clearly outlines the specifics of the telework arrangement. The CBSA Telework Agreement Form (TAF), as well as other mandatory TAF documents must be completed for all telework arrangements in place. The agreement must be established before the telework begins. More information regarding the telework agreement is provided in section 7 of these guidelines.

Points to consider:

- The conditions and terms of the telework agreement must be agreed upon in advance.
- The agreement must be signed the employee, the immediate supervisor/manager and the delegated manager.
- The telework agreement may not cover more than a period of one year. When a telework arrangement will continue beyond one year, a new agreement must be agreed upon and signed by all parties.

4.8 Redress

While telework is not a right, and is subject to approval at management's discretion, an employee who has had a telework request denied may file a grievance within twenty-five (25) days of being notified of this denial. In all situations, the CBSA strongly encourages open discussion regarding the feasibility and implications of telework.

Points to consider:

- In the event management denies a request for telework, the reasons for denial must be provided in writing.
- An employee has the right to file a grievance regarding the denial of a telework request.
- Employees who wish to consult with their union representative(s) prior to undertaking a telework arrangement are encouraged to do so, as well as sharing the details of the arrangement with their representative(s).

5.0 Management perspectives

Telework may impact traditional ways of supervising and achieving tasks. There are challenges management may be faced with which should be considered.

5.1 Benefits

Telework, as a concept, has been in existence for many years. Studies show that it has a positive influence on productivity and morale. Telework favours a "management by results" approach.

Telework may create an expanded pool of workers who may not otherwise be available. For example, employees with disabilities or those who might have difficulties commuting may continue to work and contribute to the organization. Telework may also reduce absenteeism. It may also allow an organization to attract and retain highly qualified workers who like the flexibility telework provides.

5.2 Factors for management to consider

5.2.1 Questions to ask:

What kinds of jobs are suitable for telework?

Can a client service job be performed effectively on a telework basis? What kind of service is required? Who is the client? Where and when is the service provided? What is required to provide the service? If project management is the service, is it usually provided at the client's place of business or via telephone? Does the work require technical knowledge and experience and/or specific equipment? Can the work be accomplished without the removal of classified material from the designated workplace? Would parts of the job be suitable for

telework? It is possible for an employee to telework on a part-time basis (i.e. one or two days per week)?

Careful consideration of these questions may demonstrate that telework is viable for a wide range of positions.

What kind of employees are suitable for telework?

Suitable candidates usually have a proven track record in terms of quality and quantity of work. The work performed from the designated telework location must be at least as much and carried out as well as when they were working at the designated workplace. Suitable candidates are good communicators, good planners and able to set clear priorities.

What impact does telework have on colleagues?

Approving a telework agreement for some employees may put a burden on those remaining at the designated workplace. Management needs to carefully monitor workflow to ensure that workload distribution remains equitable between teleworking and non-teleworking employees.

What does it take to be a suitable telework supervisor?

Telework supervisors need to be effective communicators, good planners, able to clearly specify objectives, tasks and expectations, able to give effective guidance and performance feedback, able to discuss questions concerning career management issues, and able to focus on results. Supervisors who feel they need to directly observe their employees will have difficulty adjusting to having employees who telework.

5.2.2 The Employer's responsibility for equipment and facilities

The employer is responsible for determining the type of equipment that a teleworker will require and for providing it.

Equipment requirements vary, and may be as simple as a pen and paper. It is likely, however, that other equipment will be necessary, such as a computer, cellular telephone, and/or specialized equipment for persons with disabilities.

Approved procedures relating to the purchase and/or rental, installation and maintenance of Agency equipment must be respected.

Equipment provided to the teleworking employee should only be used in the performance of work-related duties.

5.2.3 Establishing a Telework Agreement:

When establishing a telework agreement:

- Consider each request in view of the questions outlined above.
- Discuss with your employee the duration of the agreement; specific days for telework; hours of work, including overtime; telework location; work objectives and expected results; issues of liability; the requirement to adhere to CBSA and government policies, rules and regulations; issues of security (i.e. the handling and protection of information); your employee's responsibilities regarding health and safety and for assuming the possible increased costs for utilities and insurance; and conditions for termination of the agreement.
- Consult with your Labour Relations Advisor, as necessary.
- Complete the CBSA Telework Agreement Form (TAF) and mandatory TAF related documents. Retain a copy of these documents, provide a copy to the employee and send copies to the Labour Relations and Compensation Directorate.

6.0 Employee perspectives

6.1 Benefits

Telework offers many advantages. Among the most significant is the flexibility it may provide in assisting you co-ordinate work and family/personal responsibilities. This advantage, along with the opportunity to work within the comfort of your home, may offer a greater sense of control over your life and alleviate stress.

Teleworking may bring new ways of communicating with your supervisor and increase your motivation. Other benefits include reduced travel time and costs related to transportation and meals.

6.2 Factors for employees to consider

6.2.1 Questions to ask:

- Could the work I perform at my designated workplace be carried out as effectively from a designated telework location?
- What part of the work can be done away from the designated workplace? What part cannot?
- What kind of equipment would I need to perform effectively? How many days could I work at a designated telework location?
- How would I ensure that client service and productivity are not adversely affected?

6.2.2 Are you suited for telework?

Ask yourself whether you are personally suited for telework. Ideal candidates are people who like to work on their own, are independent, are self-starters, can set their own priorities and who assess their own performance. They are usually knowledgeable, experienced and reliable with a proven track record. They require little supervision.

Take time to study your work habits, likes and dislikes relating to work, relationships with colleagues and attitude toward your work. Think about your job satisfaction and your capacity to manage your career from a distance. Telework can decrease teleworkers' visibility with their supervisors and colleagues. The "out of sight, out of mind" syndrome may cause negative effects on the employee's career aspirations.

Think about why you are interested in telework. A telework arrangement will offer you greater flexibility in the way you do your job and will mean that you will be able to save time travelling. It will not provide the same amount of extended free time associated with part-time employment or job sharing.

This kind of self-assessment, along with performance feedback from your supervisor, can assist you in determining your suitability for telework.

An employee self assessment is available at Appendix E.

6.2.3 Employee responsibilities

There are responsibilities that an employee wishing to telework must consider and accept as a natural consequence of such an arrangement, including:

- Additional costs such as insurance, heat and hydro if applicable, as well as the cost of returning to the designated workplace when required.
- Ensuring that the designated telework location does not violate municipal zoning regulations.
- Ensuring that the designated telework location is adequately equipped from a health and safety perspective.
- Ensuring that the environment of the designated telework location is such that the employee will be able to respect the terms and conditions of employment, CBSA and government legislation, policies and directives.
- Should they wish, consulting with their union representative(s) prior to undertaking a telework arrangement.
- Ensuring the safeguard of CBSA documents and assets, including CBSA Information Technology equipment.
- Providing office furniture (i.e. desk and chair, appropriate lighting).

- Respecting the provisions of the CBSA Telework Policy.

7. CBSA Telework Agreement

The details of the telework arrangement must be recorded on the CBSA Telework Agreement Form and must be completed by the employee, the employee's direct supervisor/manager and the Delegated Manager (CBSA-3).

7.1 The Purpose of the telework agreement form

The purpose of the CBSA Telework Agreement Form is to:

- Provide a formal written record of the telework arrangement.
- Describe the conditions of the telework arrangement, the security measures that will be taken/in place and the terms of the arrangement.
- Provide a record for the employee's file.
- Provide data for monitoring and evaluating the application of the CBSA Telework Policy, as well as the process.

7.2 Completion of the Telework Agreement Form (TAF)

Section A – Reason for completing the TAF

The form is intended to be used when a telework situation is new, to be renewed, to be amended or cancelled. The appropriate choice is determined as follows under section A, Reason for Completing the TAF:

- Original – this box should be checked when: 1) this the first time the employee has entered into a telework arrangement OR 2) when there is a break of at least one work day between two teleworking situations.
- Renewal – the renewal box should be checked when a telework agreement expires but is repeated or extended without a break. A telework agreement cannot last more than one year. In a renewal situation, where there are no changes to the terms of the agreement, only the "from" and "to" dates will be changed. When terms are changing, the revised elements will also need to be indicated.
- Amendment – check this box when there are changes to the work terms of the current telework agreement, such as days worked, hours, etc. The amended terms could occur within the dates of the telework agreement or with the introduction of a new termination date that precedes the original end date of the telework agreement.
- Cancellation – if the telework agreement will be cancelled before the end of the telework period originally established, check this box.

Section B – Other mandatory TAF related documents

This section outlines the required additional forms and checklists that must be completed by both management and the employee.
Section C – Employee's background information
Information identifying the employee, his/her Personal Record Identifier (PRI), his/her classification, Branch, District/Division, Region, Job Title and Designated Work Location are included in this section.
Section D – Conditions of the Telework Agreement
Information related to the policy and guideline requirements that have been or will be met in the telework arrangement. In addition, a statement to indicate that both the employee and the manager/supervisor have agreed to abide by the rules and guidelines of the CBSA policies relative to document and asset security and the information technology security.
Section E – Telework Agreement Terms
Information related to the telework location address, the start and end dates of the agreement, contact information, hours of work specified for each day of the week and whether the employee is full-time or part-time.
Section F – Signatures
The signatures of the immediate supervisor or manager, the delegated manager (CBSA-3) and the employee are required, as well as their associated telephone number, responsibility center and the date signed. A signed copy is to be retained by the immediate supervisor or manager and the employee. In addition, a copy is to be placed on the employee's personnel file and a copy forwarded to the Labour Relations and Compensation Directorate, along with all other mandatory TAF documents.
8.0 Accountability

Accommodation – a specific request...

Voluntary... Telework is an option available to employees who have a substantiated accommodation need as well...



PROTECTED "C" WHEN COMPLETED

CBSA Telework Agreement Form (TAF)

A. Reason for Completing the TAF Form

Original	Renewal	Amendment	Cancellation
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B. Other Mandatory TAF related Documents

1. CBSA Occupational Health & Safety Checklist and Attestation
2. Acceptable Use Policy Acknowledgement

C. Employee's Background Information

Family Name											Given Name												
Personal Record Identifier (PRI)	0										Classification			Group			Sub Group				Level		
Branch											Region												
Division/ District																							
Job Title											Designated Work Location												

D. Conditions of the Telework Agreement

By placing an "x" in the following boxes, it is understood that applicable policy requirements have been or will be met in this telework arrangement.

<input type="checkbox"/>	The employee and the manager/supervisor have examined the key principles of the CBSA Telework Guidelines before engaging in a telework agreement.
<input type="checkbox"/>	The employee and the manager/supervisor has agreed to respect the conditions of the CBSA Telework Policy and Guidelines, particularly section 4.5 of the Guidelines
<input type="checkbox"/>	The manager acknowledges that the employee's collective agreement, terms and conditions of employment as well as applicable government legislation and CBSA related policies continue to apply.
<input type="checkbox"/>	The employee and the manager/supervisor have agreed to abide by the rules and guidelines of the CBSA policies relative to document and asset security and to information technologies (IT) security.

E. Telework Agreement Terms (Subject to the respective Terms and Conditions of Employment and/or Collective Agreement)

Telework Location Address											Telephone	Area Code	Land Line Number
											Telework Location		
											Alternate Number		
Telework Details	Date	Day	Month	Year	Days Worked	Monday	Tuesday	Wednesday	Thursday	Friday			
	From												
	To												
Hours of Work	Employment		Total Weekly Hours	Hours/Week		Daily Hours							
	Full-Time												
	Part-Time												

F. Signatures

Supervisor or	Name											Telephone Number	
---------------	------	--	--	--	--	--	--	--	--	--	--	------------------	--



Manager	Title		Responsibility Center	
	Signature		Date (DD/MM/YYYY)	
Delegated Authority	Name		Telephone Number	
	Title		Responsibility Center	
	Signature		Date (DD/MM/YYYY)	
Employee	Name		Telephone Number	
	Title		Responsibility Center	
	Signature		Date	
<div> <div>1. Supervisor/Manager</div> <div>2. Employee</div> <div>3. Employee File</div> <div>4. Labour Relations Advisor</div> </div>				



PROTECTED "C" WHEN COMPLETED

CBSA Telework Occupational Health & Safety Checklist and Attestation

This form is mandatory for an employee requesting a telework arrangement and is to accompany the CBSA Telework Agreement Form.

Part 1: Employee Information

Family Name		Given Name			
Telework Location Address		Telephone	Area Code	Number	
		Telework Location Land Line			
		Alternate			
Emergency Contact Name		Emergency Contact			

Part 2: Health and Safety Checklist (to be completed by employee)

I have reviewed the following list of health and safety requirements and agree to establish and maintain my designated telework location accordingly.

Ergonomics

The provision of ergonomic office set-up and equipment at the designated telework location is subject to management's discretion and is approved on a case-by-case basis. Management is therefore not required to provide the employee with ergonomic related items for the designated telework location.

At the on-set of the Telework Agreement period, the employee and manager have discussed and negotiated (if relevant) applicable ergonomic related requirements	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

Home Office Environment

I have adjusted my workstation appropriately so as to ensure that my desk, chair, monitor, and keyboard are at the appropriate heights and adjustments (e.g. head and wrists are in a neutral position).	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

Note:
If the manager has previously approved an ergonomic assessment for the employee's designated telework location this does not apply. In this situation, the employee is expected to retain the set-up as recommended in their ergonomic assessment.

All work-related furniture (e.g. desk, cabinets...etc.) are sturdy and properly installed.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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Note:
This includes retaining your set-up as established in your ergonomic assessment, if applicable.

I am aware of how to prevent muscular-skeletal injuries (e.g. take breaks to prevent extended hours of repeated motions or of being in the same body position...etc.).	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

The lighting is properly arranged and appropriate for my work (e.g. no reflections or glare on the computer monitor...etc.).	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------



I am able to adjust the ventilation, light, temperature, humidity, and sound of my work environment.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
There are no tripping hazards such as frayed or wrinkled carpets or obstructed halls, stairways or entries.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
The designated telework location is free of any identifiable physical, chemical, electrical or fire hazards.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Emergency Procedures				
I have established an evacuation plan for my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
I have access to adequate first aid supplies at my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
At my designated telework location, emergency contact numbers are posted near the telephone.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
An office contact from my designated workplace knows how to reach me in the event of an emergency.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
A periodic contact schedule has been established with the designated workplace contact regardless of whether there are work related items to discuss.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
I am aware that I must immediately report any accident or injury to my manager.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Fire Safety				
There is a working smoke alarm at my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
There is a carbon monoxide detector in areas where there are fuel-burning appliances situated at or in the vicinity of my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Electrical Safety				
At my designated telework location, a power cord with a fuse is being used where multiple plug-ins are necessary.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Cords and cables do not cause a tripping hazard at my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
There is surge protection for electrical equipment at my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Outlets are grounded and not overloaded at my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
There is sufficient ventilation for electrical equipment at my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Other Hazards				
At my designated telework location, any hazardous material is properly stored away to prevent accidental exposure.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Any other health and safety hazards have been addressed (please specify below) with respect to my designated telework location.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>



Part 3:		Attestations			
Health and Safety References (to be completed by employee)					
I am familiar with, and if required, know where to access the following governing references:					
Canada Labour Code, Part II and associated Regulations.					Yes <input type="checkbox"/> No <input type="checkbox"/>
National Joint Council Occupational Health and Safety Directive.					Yes <input type="checkbox"/> No <input type="checkbox"/>
Part 4:		Certification			
By signing below, I attest that all of the proceeding information has been verified and to the best of my ability is accurate.					
Supervisor or Manager	Name		Telephone Number		
	Title		Responsibility Center		
	Signature		Date (DD/MM/YYYY)		
Delegated Authority	Name		Telephone Number		
	Title		Responsibility Center		
	Signature		Date (DD/MM/YYYY)		
Employee	Name		Telephone Number		
	Title		Responsibility Center		
	Signature		Date		
<div>1. Supervisor/Manager 2. Employee 3. Employee File 4. Labour Relations Advisor</div>					



Acceptable Use Policy Acknowledgement

FOR THE PROTECTION OF SENSITIVE INFORMATION AND ASSETS OUTSIDE THE WORKPLACE

Employees who are required to handle (e.g., access, process, transport) designated "Protected" and "Protected – Particularly Sensitive" information (referred to hereafter as sensitive information) and assets outside of Canada Border Services Agency (CBSA) premises for the purpose of performing work-related activities are subject to comply with the established agency operational and security policies, standards and guidelines, and the security requirements contained in this Acceptable Use Policy (AUP).

Working outside of CBSA premises includes official teleworking agreements, telecommuting services (e.g., hotelling, working at residences, being on travel status, job specific functions such as Auditors, Collectors, mobile Customs Officers) which may require access to Agency Information Systems when conducting official business. Teleworking/Telecommuting services allow for the manipulation of sensitive information either in paper form or by utilizing Agency Information Systems for processing, storing and transmitting sensitive information as if working on CBSA premises.

As an authorized user of the Telecommuting (Teleworking) services I am responsible for:

- Using only approved devices (ie: computer) that have been provided by the CBSA for accessing, processing, storing or transmitting sensitive information.
- Using only CBSA approved software and respecting all licensing agreements.
- Accessing sensitive information and CBSA Systems for the sole purpose of performing assigned, work-related activities.
- Never attempting to bypass CBSA security mechanisms.
- Ensuring persons such as friends or family members are not allowed to access CBSA Systems or view sensitive information.
- Taking extra precautions when accessing, processing, storing or transmitting sensitive information in a public/private place to avoid shoulder surfing or eavesdropping.
- Using caution and care to ensure information communicated via electronic mail (e-mail) is forwarded to the intended recipients, and that all sensitive information is encrypted under approved agency algorithms before it is transmitted (for more information, please refer to Electronic Networks Policy Guidelines link provided: http://atlas/cb-dgc/pol/cm-mc/sv-vs/index_eng.asp).
- Ensuring changes to the configuration of the device are made by designated agency information technology (IT) support staff, or under the direct instruction of designated agency IT staff.
- Never installing, modifying or altering the configuration of hardware or software without authorization.
- Ensuring the device is equipped with CBSA approved logical access controls, encryption and a current anti-virus product.
- Encrypting any protected information residing on hard drives or removable media using approved CBSA encryption software.
- Obtaining a unique user identification (ID) code and complying with the rules and regulations associated with the use of the UserID.
- Understanding that I am accountable for all accesses and transactions made with the use of my UserID.
- Complete a Privileged User Risk Management (PURM) form if I require Administrative Rights over the device (contact your local IT help desk for more information, if required).
- Ensuring my password is in accordance with CBSA standards.
- Understanding that CBSA systems and information resources are subject to monitoring.
- Participating in a semi-annual security audit and inspection of the device.



- Activating the screen-save feature with password protection when I leave active session(s) unattended for short periods of time.
- Terminating all active sessions and logging-off the Agency Information Systems when I am finished performing work-related activities or when leaving for extended periods of time.
- Ensuring that I supervise all authorized maintenance and support by non-CBSA personnel needing access to equipment, software or to areas storing sensitive information.
- Reporting any actual or suspected loss, unauthorized disclosure of sensitive information or Agency Information Systems immediately to Security and Professional Standards Directorate through the employee's delegated manager in accordance with the CBSA Comptrollership Manual, Security Volume, and Chapter 15 – Reporting of Security Incidents.
- Maintaining regular backup of my critical and essential files, and retaining them at a separate location as needed.
- Ensuring any sensitive information written to removable media, such as diskettes, hard disks, tapes, CDs, etc., is encrypted by the installed secured configuration. If this is not possible, it is to be encrypted under approved agency algorithms and stored in a lockable cabinet when not being used. When encryption is not possible the media is to be stored in approved containers secured with a padlock or combination lock.
- Ensuring physical access to sensitive information and assets are controlled at all times by:
 - Storing sensitive information, laptops and notebooks in approved briefcases or containers when not in use;
 - Protecting computer systems, laptops and notebooks as I would any other valuable asset.
- Ensuring sensitive information and assets in-transit are protected in accordance with the CBSA Comptrollership Manual, Security Volume.
- Ensuring sensitive information and media are handled (i.e. marked, stored, destroyed, erased and communicated) in accordance with established agency security policies, standards and guidelines.
- Refraining from smoking, eating, and drinking while around Agency Information Systems as this can lead to equipment failures, data corruption, etc.

As a user of the Telecommuting (Teleworking) services, I take full responsibility for my actions and understand that any violation of the spirit or intent of these security requirements, agency operational and security policies, standards, and guidelines can lead to revocation of this privilege, disciplinary action up to and including dismissal, and possible criminal prosecution.

I understand the use of CBSA IT systems and information resources are subject to monitoring, and by using these IT systems and information resources to perform only assigned work-related activities, that I consent to such monitoring.

I have read and understood the above and agree to adhere to the conditions laid out within.

Employee name:

Signature:

DATE:

1. Supervisor/Manager 2. Employee 3. Employee File 4. Labour Relations Advisor

Burke, Julie

From: Christianson, Susanne
Sent: May 17, 2019 09:13 AM
To: Burke, Julie; Gualtieri, Francesca
Subject: TELEWORK POLICY and GUIDELINES with appendices - PACKAGE FOR REVIEW
Attachments: 20190515 Guidelines for Telework update.docx; 20190516 - TAF fin.docx; 20190501-OHSForm and attestations.docx; Acceptable Use Policy Acknowledgement 20190502.docx; QandA Telework Guideline Appendix D Fin.doc; EE self assessment Appendix E fin.doc; 20190502-TeleworkPolicy.docx

Hi,

Please find attached for your review/comments:

1. Draft telework guidelines
2. Telework Agreement Form (TAF)
3. Mandatory TAF related document – OHS checklist and attestation
4. Mandatory TAF related document – Acceptable Use Policy
5. Q&A
6. EE self assessment
7. Telework Policy with recommended changes highlighted – all of the above were written with these changes in mind.

If there is anything else required with respect to this package, please let me know and please disregard the package I sent on Monday.

Draft wording for “announcement” for The Insider, with something similar to go on the LR intranet website:

The Canada Border Services Agency (CBSA) is committed to fostering workplace well-being and providing policies and programs designed to help employees balance their work, personal and family responsibilities. Telework is one of several flexible work arrangements that may be considered within the context of the employer's operational requirements and employee needs.

The new *CBSA Telework Policy* and *CBSA Telework Policy Guidelines* describe the Agency's commitment to considering telework when appropriate, as well as the various requirements to be considered and met when approving telework arrangements. The *CBSA Telework Agreement Form* (TAF) as well the TAF mandatory related documents (*CBSA Occupational Health & Safety Checklist and Attestation* and the *CBSA Acceptable Use Policy Acknowledgement*) must be completed for all formalized telework arrangements (i.e. those arrangements that are regular and recurring, whether full or part-time).

A *Questions and Answers* document has been developed to assist in answering questions employees and managers may have regarding telework related opportunities.

Employees are encouraged to discuss the possibility of telework with their respective manager or supervisor.

Should management require assistance with respect to this new *Policy*, their regional Labour Relations Advisor(s) may be consulted for advice and guidance.

Hoping for some time next week to discuss as necessary

Thanks!

Susanne Christianson

Labour Relations Advisor, Human Resources Branch
Canada Border Services Agency / Government of Canada
Susanne.Christianson@cbsa-asfc.gc.ca Tel: 604-649-5401 / TTY: 866-335-3237

Conseillère en relations de travail, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Susanne.Christianson@cbsa-asfc.gc.ca / Tél. : 604-649-5401 / ATS : 866-335-3237

Edwards, Tammy

From: Nasrallah, MichelN
Sent: May 8, 2019 08:57 AM
To: Demers, Ann; Cantin, Nancie; Prudent, Natacha; Allard, Myriam; Racine, Isabelle; Edwards, Tammy; Fournier, Linne
Cc: MacPhee, Jennifer; Sousae, Annie; Burke, Julie
Subject: RE: Atlantic Region - Telework Arrangement
Attachments: Atlantic Part Time Telework Guideline-ENG.docx

Colleagues,

It seems that with the move to Workplace 3.0, the Atlantic Region Operations and Programs have moved to offering up to two days of telework per week to all their staff (the office configuration, where there are less workstations than staff, encourages the adoption of telework arrangements). I intend to do the same for the LR Operations team, with the caveat that they be accessible and available during normal working hours, and that productivity does not decrease.

Please advise by Friday, May 10 if you have any concerns.

Note that your staff will likely raise questions if they are not afforded the same opportunity. If you need assistance, I or your Labour Relations Advisor are available to support you.

Cheers

Michel Nasrallah
 Director, Labour Relations Operations / Directeur, Relations de travail opérationnel
 Canada Border Services Agency / Agence des services frontaliers du Canada
MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

From: Nasrallah, MichelN
Sent: May 6, 2019 11:27 AM
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Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>
Subject: Atlantic Region - HRB Access Friday May 10 and Monday May 13

Hi colleagues,

Just a reminder that our HRB colleagues and staff in Halifax are scheduled to move on Monday May 13. Note that they will be asked to leave the office early on Friday to prepare for the move. It is also possible that some staff will be delayed in getting set up on the network Monday.

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Michel Nasrallah
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Canada Border Services Agency

Agence des services
frontaliers du Canada



Atlantic Region Part-Time Telework Guideline

April 2019



PROTECTION • SERVICE • INTEGRITY

Canada

Guideline Statement

It is the policy of the Canada Border Services Agency (CBSA) Atlantic Region to support employees' request for Part-Time (PT) Telework arrangements when it is operationally feasible and incurs no extra cost to the CBSA, subject to certain conditions being met.

Effective Date

The effective date of this guideline is April 17, 2019 and is to be implemented where the success criteria are in place.

Preamble

CBSA Atlantic Region is committed to fostering workplace well-being as well as embracing nontraditional employment arrangements that reflect the evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. PartTime (PT) Telework is a flexible work arrangement that can be used at management's discretion, where operationally feasible and aligned with organizational priorities.

PT Telework can benefit both the organization as well as employees on various levels such as attracting and retaining skilled individuals; and providing options for improved work-life balance.

Objectives

To outline a guideline for the region-wide consistent application of PT Telework as a flexible work arrangement option for employees in the Atlantic Region, when operationally feasible and aligned with organizational priorities.

Definitions

Designated Workplace – location where the employee would normally be assigned to work if there were no PT Telework arrangement.

Part-Time Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis, to a maximum of two days per week. It does not include punctual events where an employee performs work at a location other than the designated workplace such as during inclement weather.

Part-Time Telework Place – the alternative work location where the employee is permitted to carry out the work otherwise performed at or from their designated workplace.

Guideline Requirements

Participation in a PT Telework arrangement is voluntary and to be approved at the respective Director's discretion, upon recommendation of the manager, on a case-by-case basis. The following success criteria must be in place:

- the parameters of the arrangement must be recorded using the PT Telework Agreement form;

- the PT Telework Agreement must be completed and signed by the employee and the delegated manager and recommended to the Director for final approval before the PT Telework arrangement begins;
- the agreement is for an employee to carry out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis, to a maximum of two days per week;
- the arrangement must be reviewed at a minimum, every six months and will be automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle; or
 - upon request by the employee, delegated manager or Director.
- the Agreement is not transferable across positions (a change in position will require a new PT Telework Agreement and a new approval);
- the parties agree situations of ad-hoc telework do not fall under the auspices of this Guideline. Furthermore, PT Telework under this Guideline shall not be used to facilitate fulltime family care obligations (such as caring for an ill family member or caring for children during Professional Development days);
- the PT Telework Agreement has no impact on employees hours of work (i.e. hours of work should be the same as if employee is working from designated workspace);
- the parties agree the PT Telework Agreement is not the result of a workplace accommodation. Any alternative workplace arrangements established as a result of a workplace accommodation are subject to separate policies and regulations and should be conducted in coordination with Labour Relations and the Duty to Accommodate Policy;
- the employee understands they may be requested to report to the designated workplace for training and/ or meetings, upon the discretion of the respective manager;
- the employee must negotiate with their manager the pre-established day/s they will telework;
- the employee understands they are not on Travel Status during this arrangement, and on when travel is required the employee shall report to the Designated Workplace prior to departure (unless the manager approves otherwise); and
- a PT Telework Agreement can be ended by either party with two weeks' notice in writing.

Equipment

- the employee will be equipped with a single device (laptop) as per the CBSA one-device policy for the work performed at the designated and PT Telework place. This does not include office furniture, monitor, keyboard and/or other computer accessories;
- the employee is not to use their personal computing or electronic devices when teleworking to store, access or process CBSA information;
- the employee is not to print CBSA documents at home, work documents must be printed at work; and
- approved encryption software must be used to encrypt sensitive information.

Prior to recommending to the respective Director, and at any point during the PT Telework arrangement, the delegated manager must ensure that the following conditions are met:

- the nature of the work to be performed is suitable for PT Telework;
- the work to be performed does not require daily printing of documents, face-to-face meetings with clients or colleagues, or other site-specific requirements that may be determined;
- the results of the work performed in PT Telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;

- the employee can be reached by phone during the working hours as outlined in the PT Telework Agreement;
- the employee is equipped with a single device (one-device policy) for the work performed at the designated and PT Telework place;
- the equipment used for the PT Telework arrangement complies with the relevant CBSA policies;
- the approval of PT Telework does not result in additional costs to CBSA;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are well known by the employee;
- the custodial arrangements for management of information at the PT Telework site meets security requirements and security or protection of the information or other CBSA assets is not compromised at the PT Telework workplace;
- there are no performance or conduct issues; and
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the designated workplace.

Failure to adhere to the above may lead to the termination of the PT Telework Agreement.

Roles and Responsibilities

The Delegated manager (supervisor) and PT Telework employee are responsible for fulfilling their respective PT Telework Guideline and PT Telework Agreement obligations.

Respective Director

- Ensure that the conditions described in the guideline requirements section are met before approving any proposed PT Telework Agreements recommended by the delegated manager.
- Ensure the regional PT Telework Guideline is applied consistently across the region, when operationally feasible and aligned with organizational priorities.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework.
- Ensure that the conditions described in the Guideline requirements section (above) are met before recommending any proposed PT Telework Agreements to the respective Director;
- Ensure that the conditions of the Guideline requirements are maintained throughout the duration of the PT Telework arrangement.
- Ensure that the employee is aware of their obligations pursuant to the *Canada Labour Code Part II* and review the working conditions with the employee to identify health and safety concerns.

Employee

- Review, understand and comply with this guideline.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct*.
- Ensure that his or her PT Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Guideline and his or her PT Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations (i.e. ergonomic needs and ability to physically move periodically throughout the day).
- While part-time teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - ensuring any client service delivery is not impacted;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
- Immediately notify the manager if any requirement of the PT Telework arrangement and/or Guideline is no longer being met or that the employee suspects is no longer being met.
- Assume responsibility for the cost of office furniture (such as desks, chairs, and computer table); any computer accessories; and any other costs such as insurance, heat, hydro, and internet as part of the PT Telework place;

Main References

- *Canada Labour Code*
- *Code of Conduct*
- *Conflict of Interest and Post Employment*
- *Information Security Policy*
- *CBSA National Telework Policy*
- *Treasury Board Telework Policy*
- *Policy on the Use of Electronic Resources*
- *Policy on Information Technology (IT) Security*
- *Federal Public Service Labour Relations Act*
- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Guideline should be forwarded to the Regional Director of Corporate and Programs Services.

Edwards, Tammy

From: Allard, Myriam
Sent: May 8, 2019 09:05 AM
To: Nasrallah, MichelN; Demers, Ann; Cantin, Nancie; Prudent, Natacha; Racine, Isabelle; Edwards, Tammy; Fournier, Linne
Cc: MacPhee, Jennifer; Sousae, Annie; Burke, Julie
Subject: RE: Atlantic Region - Telework Arrangement

Absolutely no concerns from my end. It's 2019, we need to get up to speed with other departments and be able to offer flexible work arrangements where operationally feasible. I FULLY support this initiative.

Myriam

From: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>
Sent: May 8, 2019 8:57 AM
To: Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Cantin, Nancie <Nancie.Cantin@cbsa-asfc.gc.ca>; Prudent, Natacha <Natacha.Prudent@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: RE: Atlantic Region - Telework Arrangement

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Please advise by Friday, May 10 if you have any concerns.

Note that your staff will likely raise questions if they are not afforded the same opportunity. If you need assistance, I or your Labour Relations Advisor are available to support you.

Cheers

Michel Nasrallah
 Director, Labour Relations Operations / Directeur, Relations de travail opérationnel
 Canada Border Services Agency / Agence des services frontaliers du Canada
MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

From: Nasrallah, MichelN
Sent: May 6, 2019 11:27 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Cantin, Nancie <Nancie.Cantin@cbsa-asfc.gc.ca>; Prudent, Natacha <Natacha.Prudent@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>

Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>

Subject: Atlantic Region - HRB Access Friday May 10 and Monday May 13

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Canada Border Services Agency / Agence des services frontaliers du Canada

MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

Edwards, Tammy

From: Racine, Isabelle
Sent: May 8, 2019 09:38 AM
To: Nasrallah, MichelN; Demers, Ann; Cantin, Nancie; Prudent, Natacha; Allard, Myriam; Edwards, Tammy; Fournier, Linne
Cc: MacPhee, Jennifer; Sousae, Annie; Burke, Julie
Subject: RE: Atlantic Region - Telework Arrangement

My staff are in the St-John's office in Atlantic. I have received a similar proposal for my Calgary staff as they are also refitting their space and will be temporarily relocated for 2 years.

From: Nasrallah, MichelN
Sent: May 8, 2019 8:57 AM
To: Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Cantin, Nancie <Nancie.Cantin@cbsa-asfc.gc.ca>; Prudent, Natacha <Natacha.Prudent@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
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Canada Border Services Agency / Agence des services frontaliers du Canada

MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

Edwards, Tammy

From: Demers, Ann
Sent: May 8, 2019 12:25 PM
To: Nasrallah, MichelN; Cantin, Nancie; Prudent, Natacha; Allard, Myriam; Racine, Isabelle; Edwards, Tammy; Fournier, Linne
Cc: MacPhee, Jennifer; Sousae, Annie; Burke, Julie
Subject: RE: Atlantic Region - Telework Arrangement

I support as well. Of course, it's on a case by case basis.

HRPD (Réa's directorate) will be developing telework guidelines as well. A working group is being led by Louis Germain on this topic. À suivre

From: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>
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To: Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Cantin, Nancie <Nancie.Cantin@cbsa-asfc.gc.ca>; Prudent, Natacha <Natacha.Prudent@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
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Cc: MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>

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MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

Edwards, Tammy

From: Nasrallah, MichelN
Sent: May 13, 2019 03:59 PM
To: Sousae, Annie; Edwards, Tammy; Allard, Myriam; Burke, Julie; Racine, Isabelle; Shivji-Prasad, Shahina
Subject: Nationalization - Flex Work Arrangements
Attachments: Nationalization Flex Work Arrangements.pptx

Hey there,

As mentioned today, the Wave 1 IS Directors asked that I present on common workplace provisions and best practices in light of managing a nationalized workforce. Sharing the deck with you if you have any comments before I finalize and get translated. There were limited comments today when I presented.

Cheers

Michel Nasrallah

Director, Labour Relations Operations / Directeur, Relations de travail opérationnel

Canada Border Services Agency / Agence des services frontaliers du Canada

MichelN.Nasrallah@cbsa-asfc.gc.ca / Tel: 613-948-9856 / Blackberry:

Nationalization: Flexible Work Arrangements and Other Workplace Issues

May 13, 2019
Labour Relations Operations



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Hours of Work – PA Collective Agreement Provisions

- Hours of Work
 - Core Hours 25.06 The normal workday shall be 7.5 consecutive hours, exclusive of lunch period, between 7 am and 6 pm
 - Flexible Hours 25.08 Subject to operational requirements, an employee shall have the right to select and request flexible hours between 7 am and 6 pm and such request shall not be unreasonably denied
 - Variable Hours 25.09 Upon request of an employee and concurrence of the Employer, may complete the weekly hours of employment in a period of other than 5 full days, provided that, over a period of 14, 21 or 28 calendar days, the employee works an average of 37.5 hours per week
 - In every 14, 21 or 28 day period, the employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee
 - Employees covered by this clause shall be subject to the variable hours of work provisions established in clauses 25.24 to 25.27

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Hours of Work - Tips

- Set hours of operations to ensure continued service delivery (e.g. 9am to 3pm)
- Jointly determine hours of work for each of your staff
- Compressed schedules:
 - Maximum Compressed schedule is 14 days (i.e. 8.333 hours per day)
 - If Compressed schedule approved, ensure it is recorded in ESS
 - Set expectations or terms when an Earned Day Off/Compressed Day might need to be moved
 - Revisit Compressed schedule every six months (at PMA discussions)
 - Determine and communicate whether management team can also request a Compressed schedule
 - NOTE: Employees subject to performance pay are not entitled to overtime, and therefore should not be entitled to Compressed schedule
- Where requests are denied, provide a rationale in writing

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Leave Requests

- Review applicable provisions regarding vacation leave (including seniority clauses), family related leave, leave with income averaging, personal needs leave, leave for care of family, etc.
- Contact Labour Relations with any questions.
- Communicate decisions to deny in writing, identifying alternative options where possible.

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Telework

- Review CBSA Telework Policy (April 1, 2019)
- Determine whether work is conducive to telework (including application to managers). If not, communicate reasons to staff in writing
- Privilege (Preference) vs. Right to Telework (Duty to Accommodate).
- Identify and communicate parameters to enter into Telework Agreement
 - Ensuring that employee has the tools to be readily available (i.e. laptop, network access, cell phone)
 - Requirement to maintain productivity
 - Circumstances employee may be required to enter workplace on telework day
- Ensure Telework Agreement completed and reviewed by LR
- Communicate horizontally with colleagues

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Staffing Decisions

- Consider national areas of selection to the extent possible
- Communicate decisions regarding non-advertised appointments prior to the NOC being posted (to both staff and national colleagues)
- If denying an assignment or acting appointment, discuss reasons with host manager and employee (separately), follow up in writing, and set future timeframe for when such opportunities may be feasible

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2019-06-11



Managing Virtually

- Set up distribution list of national colleagues to communicate issues and seek concurrence on decisions through emails or monthly meetings (if you differ from colleagues' approach, consider why and communicate your realities appropriately)
- Engage early with your management team and seek their buy-in
- Communicate your values and expectations with staff in writing and through team meetings
- Set up regular team meetings via WebEx/VideoConference and plan annual face to face meetings
- Engage your team in building a team charter
- Set daily check-ins with isolated staff
- Recognize and celebrate successes nationally
- Encourage regional team collaboration and social interactions

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Managing Virtually

1. COMMUNICATE
2. COMMUNICATE
3. COMMUNICATE

And when in doubt, contact your Labour Relations Advisor.

Michel Nasrallah
Director, Labour Relations Operations
613-220-3339

PROTECTION • SERVICE • INTEGRITY

2019-06-11



Edwards, Tammy

From: Keir, Jennifer on behalf of Thibodeau, MarcR (HRB-HQ)
Sent: February 7, 2019 02:27 PM
To: Allard, Myriam; Edwards, Tammy; Burke, Julie
Subject: FW: Telework Policy.docx
Attachments: Telework Policy.docx

Sorry – forgot to cc you guys!

Jennifer Keir
613-948-9833

From: Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>
Sent: February 7, 2019 2:26 PM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Subject: Telework Policy.docx

For your review



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Alternate Work Arrangement

Telework Policy

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Canada

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct*.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- *Code of Conduct*
- *Conflict of Interest and Post Employment*
- *Information Security Policy*
- *Policy on the Use of Electronic Resources*
- *Policy on Information Technology (IT) Security*
- *Federal Public Service Labour Relations Act*
- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Edwards, Tammy

From: Edwards, Tammy
Sent: February 6, 2019 02:16 PM
To: Thibodeau, MarcR (HRB-HQ); Sousae, Annie; Burke, Julie; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam
Cc: Keir, Jennifer; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_TE.docx

I have inserted one other comment under Delegated Manager Responsibilities related to OHS. A previous reference to responsibilities under the CLC II was removed but there should be something in there regarding this as a manager does not absolve themselves of their duties under the Code when an employee is working from home. Proposed wording is included using track changes.

From: Edwards, Tammy
Sent: February 6, 2019 8:40 AM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>; Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>
Subject: RE: CBSA Draft telework policy - Feb2019.docx

Attached is my feedback so far (may have a bit more today as my OHS team reviews). I offer my services to review the final draft to verify grammar and spelling ☺.

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 8:15 PM
To: Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>
Subject: CBSA Draft telework policy - Feb2019.docx

Hi;
 Attached is the latest version of the Telework Policy that Julie has been working on for the last few weeks. I would like your views on the document. Julie and I would like to close this by COB on Wednesday. Thank you for your assistance.

Marc

Edwards, Tammy

From: Edwards, Tammy
Sent: February 6, 2019 02:24 PM
To: Charron, Luc
Cc: Adams, Jeremy
Subject: RE: CBSA Draft telework policy - Feb2019.docx

Thanks very much! I'd also picked up on the repetition under the employee responsibilities.

From: Charron, Luc
Sent: February 6, 2019 1:36 PM
To: Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>
Subject: FW: CBSA Draft telework policy - Feb2019.docx

As requested ☺

From: Adams, Jeremy <Jeremy.Adams@cbsa-asfc.gc.ca>
Sent: February 6, 2019 9:40 AM
To: Charron, Luc <Luc.Charron@cbsa-asfc.gc.ca>
Subject: FW: CBSA Draft telework policy - Feb2019.docx

I've read through the policy and I have only a couple of comments. I see that Marc has removed any reference to the responsibilities under the CLC II from the responsible manager's portion of the policy. I still feel that there should be something in there regarding this as a manager does not absolve themselves of their duties under the Code when an employee is working from home. Perhaps something along the lines of "reviewing the working conditions with the employee to identify any health and safety issues". Secondly, the requirements under the CLC II for the employee is repeated (now that Marc has added the bullet to the employee's responsibilities). One of the references under the employee's responsibilities should be removed.

Jeremy.

From: Charron, Luc <Luc.Charron@cbsa-asfc.gc.ca>
Sent: February 6, 2019 9:13 AM
To: Adams, Jeremy <Jeremy.Adams@cbsa-asfc.gc.ca>
Subject: FW: CBSA Draft telework policy - Feb2019.docx

Jeremy,

Can you review and provide feedback by eod today?

Tks
Luc

From: Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>
Sent: February 6, 2019 7:19 AM
To: Charron, Luc <Luc.Charron@cbsa-asfc.gc.ca>
Subject: Fw: CBSA Draft telework policy - Feb2019.docx

By COB Wednesday, I think Marc means today! Julie told me very quickly that OHS-related info would be included in guidelines rather than the policy but can someone review so we can provide comments, if required.

Thanks!

Tammy

From: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>

Sent: Tuesday, February 5, 2019 8:15 PM

To: Sousae, Annie; Burke, Julie; Edwards, Tammy; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia

Subject: CBSA Draft telework policy - Feb2019.docx

Hi:

Attached is the latest version of the Telework Policy that Julie has been working on for the last few weeks. I would like your views on the document. Julie and I would like to close this by COB on Wednesday. Thank you for your assistance.

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Edwards, Tammy

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Sent: February 5, 2019 08:15 PM
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Subject: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019.docx

Hi:

Attached is the latest version of the Telework Policy that Julie has been working on for the last few weeks. I would like your views on the document. Julie and I would like to close this by COB on Wednesday. Thank you for your assistance.

Marc

Edwards, Tammy

From: Burke, Julie
Sent: January 28, 2019 11:54 AM
To: Edwards, Tammy
Subject: Draft Telework Policy
Attachments: Telework agreement All appendixes_(Jan 2019).doc; CBSA Draft telework policy - Jan 2019.docx

Hi Tammy, as discussed here is the draft Telework Policy as well as the Appendices for your review from an OSH perspective.
thanks

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

CBSA Telework Policy



DRAFT – December 2018

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CBSA Telework Agreement

The purpose of the telework agreement is to provide a written record of the telework arrangement between the delegated manager and the employee. The telework agreement describes the terms and conditions of the telework arrangement, including any security measures that will be taken.

Ensure that you review the telework agreement carefully so that you are able to agree and abide by the rules and guidelines contained therein. This agreement **must** be read in conjunction with the *CBSA Telework Policy*.

Telework is voluntary and not an employee right. A telework arrangement can be terminated at any time, with reasonable notice by either party.

Please indicate if you are completing the agreement for a regular full-time or part-time telework arrangement:

I am completing the agreement for:

Regular (Full-time) Telework <input type="checkbox"/>	Regular (Part-time) Telework <input type="checkbox"/>
If completing for regular full-time telework, complete and attach all appendices	If completing for regular part-time telework, complete and attach all appendices



Pre-Requirements for Teleworkers

Subject to management approval and when operational requirements permit, the telework option is available to employees who:

- ☐ have completed the period of formal and/or on the job training required to be fully functional with limited supervision;
- ☐ demonstrate a high degree of self-discipline and the strong work habits required to ensure operational requirements and effectiveness are not compromised;
- ☐ have demonstrated consistent performance, both qualitative and quantitative, that meet the performance expectations as set out in the employee's expectation agreements, or, based on delegated managerial discretion;
- ☐ consistently demonstrate, with minimal supervision and direction, appropriate emphasis and focus on Section, Directorate and Branch goals and priorities as agreed and set in the employee's expectation agreements;
- ☐ take the necessary steps to ensure that the level of service provided to clients remains high and is not materially affected by the telework arrangement, and
- ☐ proactively take the necessary steps to make and facilitate the necessary arrangements with the respective delegated manager to ensure adherence with all the requirements below and who demonstrates the flexibility and cooperativeness required by a telework agreement.



Employee Self-Assessment

A successful teleworker is one who enters the telework situation with realistic expectations – one who has honestly evaluated what he or she can reasonably expect from the telework experience. The below is designed to assist you in assessing whether telework is right for you.

It is important to note that telework is a choice, and not an entitlement, nor an obligation. All telework requests are assessed on a case-by-case basis.

- ☐ Are my tasks easily adaptable to telework?
- ☐ Can I store, process and transmit information in a safe and secure manner?
- ☐ Do I have measurable performance indicators to assess the productivity of my work?
- ☐ Does having the work done at the telework place make sense from the point of view of the overall operations?
- ☐ Will service to the public be negatively impacted by my telework arrangement?
- ☐ How will I handle urgent requests on short notice?
- ☐ How will communication with my co-workers be affected, and how will my telework arrangement affect my co-workers and their workload?
- ☐ How will I continue to maintain effective interpersonal relationships and build relationships with new co-workers?
- ☐ Am I self-motivated and do I have the ability to establish priorities and manage my own time?
- ☐ Can I work at home with minimal disruptions?
- ☐ Will I be negatively or positively impacted by working alone on a regular basis?



TELEWORK AGREEMENT

A. Teleworking employee:

Name:

Group / Level:

Job Title:

Division/District:

Branch / Region:

PRI:

Responsibility Center

B. Work Location:

Designated Workplace:

Telework place:

Telephone Number at telework place:

Alternate Number in case of Emergency:

C. Hours of Work:

Delegated manager:

Name:

Job Title:

This *Telework Agreement* ("the *Agreement*") is between the Canada Border Services Agency ("CBSA") represented by _____ (the Manager), and _____, (the employee).

The employee and the CBSA hereby agree to the following conditions:

1. This *Agreement* does not supersede relevant legislation, collective agreements, policies and guidelines of the CBSA and Treasury Board of Canada Secretariat, which govern this *Agreement*.
2. The employee and the delegated manager have agreed that the employee will work in a telework arrangement to perform the duties of _____ at the telework place (described above).
3. This *Agreement* will be for the period commencing _____ and ending _____



_____ subject to *paragraphs 28, 29, 30 and 31 of this Agreement.*

4. The employee will work at the telework place ____ days per week on the following days: _____. The employee will work at the Telework place ____% of the employee's total work time. The employee's telework hours will be in accordance with his/her pre-approved work schedule. To ensure sufficient resources are available at the designated workplace in order to meet operational requirements, changes will be kept at a minimum and will be pre-approved by the delegated manager.
5. Any overtime work is to be authorized in advance and in writing by the delegated manager.
6. When required by the delegated manager and with reasonable notice, the employee will return to the designated workplace at their own expense to work on urgent/operational priorities.
7. In instances of telework, the employee will return all case files to the designated workplace, following termination of the telework agreement or completion of the work, whichever is shortest. The delegated manager must pre-approve all files removed from the workplace for cases of episodic telework.
8. The delegated manager and the employee will meet regularly (frequency to be determined by the delegated manager) to review the work of the employee and to review priorities to ensure that the quality and quantity of the work carried out by the teleworker is sustained.
9. During scheduled hours of work at the telework place, the employee will be accessible (by phone and e-mail) to clients, colleagues and management in order to provide the same level of service as provided at the designated workplace.
10. Any meeting in person with clients will take place at the designated workplace or at the client's workplace (not the telework place). All applicable correspondence, (mail) will be retrieved by the employee at the designated workplace, as required.
11. The employee will observe all applicable CBSA policies, procedures and guidelines.

Telework place and material

12. The employee declares that his or her telework place is a suitable working environment, conforms to municipal zoning regulations and is adequately insured. The employee will notify the delegated manager in the event of a move and if any of these requirements is no longer being met.



13. The employee is responsible for any overhead, maintenance and other incidental costs associated with the use of the telework place, i.e. insurance, heat, hydro, etc. Any office furniture is to be provided by the employee, i.e. desk, chair, computer table, etc., unless otherwise specified in *Appendix A* or *B* of this *Agreement*.
14. The delegated manager will determine the CBSA material and services to be provided to the employee for work-related purposes at the telework place. The equipment and electronic network requirements shall be decided upon on a case-by-case basis and an agreement reached between the delegated manager and employee prior to undertaking the telework situation. The material provided is described in the *Use of Material Off Government Premises Agreement* and the *Employee Use of Material Card*, duly signed and appended to this *Agreement* (as Appendix B). The employee is responsible for arranging IT technical support for the installation, maintenance, repair and recovery of the material provided by the employer. Where equipment is not functioning, the employee will report to the designated workplace. Discretion may be exercised by the employer.
15. When required, the employee agrees to allow, with reasonable notice, a CBSA representative identified by the delegated manager access to the telework place, in order to repair the computer equipment or any other material provided. OR
SHOULD THIS BE CHANGED TO REQUIRING THE EMPLOYEE TO BRING
THE EQUIPMENT INTO THE OFFICE? I THINK MOST USE LAPTOPS
ANYWAYS. COMMENT?
16. The teleworker will use only the CBSA standard secure remote access (SRA) workstation and the standards and rules for SRA must be followed. The teleworker is required to connect to the network periodically or bring the workstation into the office on a regular basis to ensure security patches and platform/software upgrades are applied.
17. At the termination of this *Agreement* (unless it is renewed), the employee is to return to the CBSA, all material provided to him or her.
18. The employee agrees to review and comply with CBSA policies and procedures regarding the personal use of material including the limited personal use of CBSA electronic networks (*Electronic Networks Policy Guidelines*) and to take all reasonable care to protect and safeguard the Agency's assets and information being used at the telework place.
19. The employee agrees not to hold the CBSA or any of its employees either vicariously or personally liable for any damages to the employee's personal or real property that occurs during, or is caused by, the employee performance of his or her duties at the telework place.



Health and Safety

20. The delegated manager and the employee have been provided with information on how to establish a healthy and safe work environment. The occupational health and safety (OHS) of the employee will not be jeopardized as a result of the telework arrangement. It is recommended that the manager and employee take the following mandatory OHS training.
 - Occupational Health and Safety in the Workplace (H3001-N)
 - Occupational Health and Safety for Managers and Supervisors (H3034-N) – Online
 - Occupational Health and Safety for Managers and Supervisors (H3035-N) – In Class
 - Violence Prevention in the Workplace (H7051) Online
21. The employee will comply with the *Canada Labour Code, Part II*, the National Joint Council - OHS Directive and all CBSA policies pertaining to OHS.
22. The employee agrees to allow, with reasonable notice, a CBSA representative identified by the delegated manager, access to the telework place annually to ensure that the telework place meets all OHS requirements. TO BE REMOVED
23. The employee will immediately notify the delegated manager if the requirements described in *paragraphs* 20 and 21 are no longer being met or if the employer and or employee suspects it is no longer being met.

Security

24. The employee will complete Appendix D – Telework Security Acceptable Use Policy to ensure that all security requirements at the telework place are complied with.
25. The employee agrees to allow, with reasonable notice (if required), a CBSA representative identified by the delegated manager access to the telework place to ensure that the telework place meets any security requirements. TO BE REMOVED??
26. The employee agrees to review and comply with CBSA security policies, standards and procedures and to take all reasonable care to protect sensitive government information and assets at the telework place against unauthorized disclosure, loss, theft, fire, destruction, damage or modification.
27. The employee will immediately notify the delegated manager of any breach of security involving CBSA information and/or assets.



Review and modification of the Agreement

28. The delegated manager and the employee shall review the telework arrangement together at least once every 12 months for conformity to this *Agreement* and to review its feasibility, both in respect of CBSA operations and the Treasury Board Telework Policy. A review may occur more frequently, at either the employer or employee's request.
29. This *Agreement* may be altered by mutual agreement between the delegated manager and the employee. The delegated manager may also at his or her discretion alter the *Agreement* without notice due to urgent operational requirements.
30. The *Telework Agreement* may be terminated by the employee in writing with reasonable notice to the employer to arrange for accommodation in the workplace (e.g. 2 weeks). The employer may terminate this telework agreement at any time and without advance notice to the employee.
31. This *Agreement* terminates automatically at its end date or earlier, when:
- a) the employee's duties or responsibilities change, e.g. due to a promotion, transfer, developmental assignment, reorganization, etc.;
 - b) the employee fails to fully meet job performance expectations;
 - c) **the employee fails to adhere to this *Telework Agreement* or to CBSA policies, rules and procedures;**
 - d) there is a breach in security; or
 - e) the employee's employment with the CBSA terminates;
 - f) operational requirements necessitate the employee return to the workplace.

Employee's signature

Date

Delegated Manager's signature

Date

Note: *Once the Telework Agreement has been duly signed, the delegated manager appends a copy of the following documents to this Agreement:*

Appendix A – Statement of Estimated Costs and Savings

Appendix B – Record of material provided:

- *Use of Material Off Government Premises Agreement and the*
- *List of Material*

Appendix C – Health and Safety Inspection

Appendix D – Telework Security Acceptable Use Policy

The delegated manager shall keep a copy of these documents and provide a copy to the employee.



Note:

Employees who work more than 50% of the time at home, as determined in Clause 4 of their signed Telework Agreement, may be able to deduct certain work-space-in-the-home expenses when completing their tax return. To determine if they are eligible to make a deduction, the employee should review the following:

- o Clause 4 of their Telework Agreement to determine if they meet the "more than 50%" requirement; and*
- o the conditions specified in **Form T2200, Declaration of Conditions of Employment**, and in **Guide T4044, Employment Expenses**.*

If eligible and wish to make a deduction, teleworkers should provide Form T2200 to their manager, who will complete it based on the information in Clause 4 of the employee's Telework Agreement.

*Employees who Telework (have a signed Telework Agreement) can request that their manager complete **Form T2200, Declaration of Conditions of Employment**. When completing Form T2200, managers must:*

review Clause 4 of the employee's Telework Agreement to determine if the "more than 50%" requirement is met; and

complete all relevant areas of Form T2200. For the question "Did you require this employee under a contract of employment to use a portion of his or her home for work?" (question #10, 2007 version), answer as follows:

*yes if the "more than 50%" requirement is **met**; or*

*no if the "more than 50%" requirement is **not met**.*



Canada Border
Services Agency

Agence des services
frontaliers du Canada

Annual Review of the Telework Agreement

Date of annual review	Is telework still feasible?	If telework continues, does the agreement require amendments?	Director Signature and Date	Employee Signature and Date



APPENDIX A – Statement of Estimated Costs and Savings

1) Costs and Savings during the period of the Telework Agreement

MATERIAL and SERVICES (including installation costs)	ESTIMATE D SET-UP COSTS	ESTIMATED ONGOING COSTS	TOTAL
1. IT equipment			
2. Telecommunications (ie: SRA)			
3. Filing cabinet			
4. Other Supplies and Services (ie: secure briefcase)			
TOTAL COSTS:			

ESTIMATED SAVINGS: (e.g. floor space, from desk sharing, material savings, etc.)	
1.	
2.	
3.	
TOTAL SAVINGS:	

NET COSTS OR SAVINGS:	
------------------------------	--

2) COMMENTS

3) PREPARED BY: _____
(Name and Signature of Employee)

4) Validated by: _____
(Name and Signature of Delegated manager)



APPENDIX B - Use of material off government premises agreement

Delegated manager

Employee

Division or District

Division or District

Telephone No.

Telephone No.

Destination of Material (address) and Period of Use Off Government Premises

Address :

From _____ To _____

I hereby confirm that I have received the material listed herein. I understand and agree to the terms and conditions as outlined in the policies from which this agreement is derived and as stated below:

1. The material is received in good condition and will be maintained and returned in the same state, allowing for reasonable wear and tear. The CBSA reserves the right to inspect the material and view its condition upon request.
2. The loan of the material is for the period indicated herein. Extensions must be authorized in advance of the due date of return.
3. Reasonable precautions to safeguard and protect the material will be afforded at the destination location named herein.
4. In the event that the material is lost, stolen or damaged, the teleworking employee will immediately notify the delegated manager and/or the local Security Officer or Headquarters Security Directorate.

5. Upon termination of employment (or periods of extended leave) with the CBSA, or at the end of this telework arrangement, material will be returned to the delegated manager prior to the last official working day, or any date agreed to by the employer and employee before the last day.

6. All software used with computer assets will be authorized and properly licensed; software will not be copied nor used for any other use, other than Agency purposes; and electronic media used with these assets will be scanned for viruses before retrieval or installation. Security software packages patches, updates etc., required by the CBSA, will be installed to protect sensitive information where necessary.

LIST OF MATERIAL

[illegible]

Name and signature of Employee _____ Date _____

Approved / Name and signature of Delegated manager Date

Return of goods acknowledged by Management	Date
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APPENDIX C – Health and Safety Inspection

A home office should meet the same health and safety standards as those at the regular workplace. This checklist is required to ensure that the Telework place is a healthy and safe work environment.

Please indicate if the following requirements have been met, i.e. “yes”, “no”.

A. HOME OFFICE Health and Safety

Home Office Environment

1.	My desk, chair and other accessories are suitable to my needs.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2.	The computer furniture, shelves, cabinets and bookcases are sturdy and properly installed (i.e. anchored to wall where necessary).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3.	My workstation is adjusted properly. My desk, chair, computer monitor and keyboard are at the appropriate heights and adjustments (e.g. head and wrists are in a neutral position).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2.	I am aware of how to prevent musculo-skeletal injuries (e.g. take breaks to prevent extended hours of repeated motions or of being in the same body position). The “ <i>Guide to Address Ergonomics-Related Hazards with Computer Workstation</i> ” can be found at the following link: http://www.hrsdc.gc.ca/eng/labour/publications/health_safety/computer_ergonomics.shtml	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5.	The lighting is properly arranged and appropriate for my work (e.g. there are no reflections on, or glare from the computer monitor).	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6.	I have control over levels of ventilation, temperature, light and sound.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7.	There are no tripping hazards such as frayed or wrinkled carpets or obstructed halls, walkways, stairways or entries and that any guardrails are properly installed. Note: OHS PREVIOUSLY RECOMMENDED THAT THE RED BE REMOVED.	<input type="checkbox"/> Yes	<input type="checkbox"/> No



8.	Shelving and file cabinets are not overloaded and heavier objects are stored from the bottom up.	<input type="checkbox"/> Yes No	<input type="checkbox"/>
9.	Items stored above head level are secure and stable and a step ladder or stool is available to get to these items.	<input type="checkbox"/> Yes No	<input type="checkbox"/>
10.	Wall and ceiling fixtures are fastened securely.	<input type="checkbox"/> Yes No	<input type="checkbox"/>

Electrical Safety

11.	Any extension cords are in good condition and positioned properly.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
12.	There are no cords and cables causing a tripping hazard.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
13.	Outlets are grounded and not overloaded.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
14.	Outlet covers are safe and not in need of repair.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
15.	There is surge protection for electrical equipment.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
16.	There is sufficient ventilation for electrical equipment.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Fire Protection

17.	There is a smoke detector in close proximity to my work station. I will regularly check to ensure it is in proper working condition.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
18.	Paper materials and any combustibles are stored safely away from all heat sources.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
19.	I have complied with prescribed standards relating to fire safety and emergency measures.	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Emergency Procedures

20.	An evacuation plan has been established.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
21.	The first aid supplies are adequate and easily accessible.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
22.	Emergency contact numbers are posted near the telephone.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
23.	A periodic office contact schedule has been established.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
24.	My office contact knows how to reach someone near me in the	<input type="checkbox"/> Yes	<input type="checkbox"/> No



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	event of an emergency.	
25.	I am aware that I must immediately report any accident or injury to my delegated manager.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Other Hazards

26.	Any hazardous material is properly stored away to prevent accidental exposure.	<input type="checkbox"/> Yes <input type="checkbox"/> No
27.	Any other health and safety hazards have been addressed (please specify below).	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p>Comments:</p>		

B. HEALTH AND SAFETY INSPECTION

28.	<p>By signing below, I attest that all of the proceeding information is correct to the best of my knowledge.</p> <p>Signed by Delegated manager: _____ Date _____</p> <p>Signed by Employee: _____ Date _____</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
-----	---	--

Note: Additional information on occupational health and safety may be found on Atlas at:



APPENDIX D – Telework Security Acceptable Use Policy

Telework Security ACCEPTABLE USE POLICY

FOR THE PROTECTION OF SENSITIVE INFORMATION AND ASSETS OUTSIDE THE WORKPLACE

Employees who are required to handle (e.g., access, process, transport) designated “Protected” and “Protected – Particularly Sensitive” information (referred to hereafter as sensitive information) and assets outside of Canada Border Services Agency (CBSA) premises for the purpose of performing work-related activities are subject to comply with the established agency operational and security policies, standards and guidelines, and the security requirements contained in this Acceptable Use Policy (AUP).

Working outside of CBSA premises includes official teleworking agreements, telecommuting services (e.g., hotelling, working at residences, being on travel status, job specific functions such as Auditors, Collectors, mobile Customs Officers) which may require access to Agency Information Systems when conducting official business. Teleworking/Telecommuting services allow for the manipulation of sensitive information either in paper form or by utilizing Agency Information Systems for processing, storing and transmitting sensitive information as if working on CBSA premises.

As an authorized user of the Telecommuting (Teleworking) services I am responsible for:

- Using only approved devices (ie: computer) that have been provided by the CBSA for accessing, processing, storing or transmitting sensitive information.
- Using only CBSA approved software and respecting all licensing agreements.
- Accessing sensitive information and CBSA Systems for the sole purpose of performing assigned, work-related activities.
- Never attempting to bypass CBSA security mechanisms.
- Ensuring persons such as friends or family members are not allowed to access CBSA Systems or view sensitive information.
- Taking extra precautions when accessing, processing, storing or transmitting sensitive information in a public/private place to avoid shoulder surfing or eavesdropping.
- Using caution and care to ensure information communicated via electronic mail (e-mail) is forwarded to the intended recipients, and that all sensitive information is encrypted under approved agency algorithms before it is transmitted (for more information, please refer to Electronic Networks Policy Guidelines link provided:
[Electronic Networks Policy Guidelines](#))
- Ensuring changes to the configuration of the device are made by designated agency information technology (IT) support staff, or under the direct instruction of designated agency IT staff.
- Never installing, modifying or altering the configuration of hardware or software without authorization.
- Ensuring the device is equipped with CBSA approved logical access controls, encryption and a current anti-virus product.



- Encrypting any protected information residing on hard drives or removable media using approved CBSA encryption software.
- Obtaining a unique user identification (ID) code and complying with the rules and regulations associated with the use of the UserID.
- Understanding that I am accountable for all accesses and transactions made with the use of my UserID.
- Complete a Privileged User Risk Management (PURM) form if I require Administrative Rights over the device (contact your local IT help desk for more information, if required).
- Ensuring my password is in accordance with CBSA standards:
 - 6 alphanumeric characters,
 - Not easily guessable,
 - Changed at least every six months or immediately if it is suspected they have been compromised, and
 - Never revealed or shared with anyone.
- Understanding that CBSA systems and information resources are subject to monitoring.
- Participating in a semi-annual security audit and inspection of the device.
- Activating the screen-save feature with password protection when I leave active session(s) unattended for short periods of time.
- Terminating all active sessions and logging-off the Agency Information Systems when I am finished performing work-related activities or when leaving for extended periods of time.
- Ensuring that I supervise all authorized maintenance and support by non-CBSA personnel needing access to equipment, software or to areas storing sensitive information.
- Reporting any actual or suspected loss, unauthorized disclosure of sensitive information or Agency Information Systems immediately to Security and Professional Standards Directorate through the employee's delegated manager in accordance with the CBSA Comptrollership Manual, Security Volume, and Chapter 15 – Reporting of Security Incidents.
- Maintaining regular backup of my critical and essential files, and retaining them at a separate location as needed.
- Ensuring any sensitive information written to removable media, such as diskettes, hard disks, tapes, CDs, etc., is encrypted by the installed secured configuration. If this is not possible, it is to be encrypted under approved agency algorithms and stored in a lockable cabinet when not being used. When encryption is not possible the media is to be stored in approved containers secured with a padlock or combination lock.
- Ensuring physical access to sensitive information and assets are controlled at all times by:
 - Storing sensitive information, laptops and notebooks in approved briefcases or containers when not in use;
 - Protecting computer systems, laptops and notebooks as I would any other valuable asset.
- Ensuring sensitive information and assets in-transit are protected in accordance with the CBSA Comptrollership Manual, Security Volume.
- Ensuring sensitive information and media are handled (i.e. marked, stored, destroyed, erased and communicated) in accordance with established agency security policies, standards and guidelines.



- Refraining from smoking, eating, and drinking while around Agency Information Systems as this can lead to equipment failures, data corruption, etc.

As a user of the Telecommuting (Teleworking) services, I take full responsibility for my actions and understand that any violation of the spirit or intent of these security requirements, agency operational and security policies, standards, and guidelines can lead to revocation of this privilege, disciplinary action up to and including dismissal, and possible criminal prosecution.

I understand the use of CBSA IT systems and information resources are subject to monitoring, and by using these IT systems and information resources to perform only assigned work-related activities, that I consent to such monitoring.

EMPLOYEE NAME

EMPLOYEE SIGNATURE

DATE

(please print)

(dd-mm-

yy)

The above-mentioned employee is hereby granted access to use the Telecommuting (Teleworking) services.

DELEGATED MANAGER NAME

DELEGATED MANAGER SIGNATURE

DATE

(please print)

(dd-mm-yy)



This checklist is only appropriate for information being processed/stored at a classification of up to and including Protected B.

IT Elements

Purpose

The purpose of the CBSA Information Technology (IT) Security/Information Security Checklist is to assess the Information Technology environment/procedures used by Teleworkers.

Facility Under Review (provide complete address of facility under review)	Contact Information (provide names, titles & phone numbers of individuals completing questionnaire)

1.	Will the maximum level of information being processed at the above noted location be no greater than Protected B?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	Does the Teleworker have a certified computer system using the current Secure Remote Access Platform certified by CRA/CBSA?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	Is the telework environment only accessed by individuals with a need-to-know?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.	Are authorized procedures currently in place to obtain forgotten or locked out passwords for both the CRA/CBSA platform and PKI certificates?	<input type="checkbox"/> Yes <input type="checkbox"/> No



5.	If the telework platform is connected via a dial up connection or DSL, are there procedures in place to ensure platform upgrades (i.e. security patches, anti-virus updates, etc.) and that these are adequately performed?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please identify)
6.	Are users prevented from saving CBSA information to removable storage devices, such as floppies, CD-ROM's, USB drives or external hard drives?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if NO, employee needs to read the policy on use of these)
7.	All information saved to any type of media such as paper, CD Disk, floppy diskette, or thumb drive must be secured in an approved lockable container or safe.	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	Computers are locked out and information secured when not in use or when the employee leaves their workstation.	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	Is the telework platform for this client setup with a standard locked down build?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if yes, please identify)
10.	Are there support mechanisms/arrangements/procedures in place for the telework equipment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	Is there an explicit log of files (to be kept current) which are transported between the office environment and the telework environment (in case a security incident report must be generated)?	<input type="checkbox"/> Yes <input type="checkbox"/> No



Physical Elements

The maximum classification of documentation, information or assets eligible for telework is Protected B.

The delegated manager authorizing the telework environment for an employee is responsible to ensure the security of CBSA assets and information in that environment. The telework environment is to first be reviewed by the delegated manager responsible, using this document as a guide to the security requirements. If they have concerns, they may elect to request a review of the security profile of the residence or other location where the telework is being allowed.

Minimum Physical Security for Telework from a Private Residence

- The room where the telework is to take place must have a door that can be locked.
- The employee must ensure that no information is available to family members.
- Equipment provided for telework is not to be used for any other purpose, nor to be used by anyone other than the employee.
- Laptops must be secured in the file cabinet when not in use.
- In a home telework situation where the employee is provided with a desktop CPU, the employee must ensure that nothing is saved to the hard drive, that the unit is logged off and shut down when not in use, and that records of User ID and Password are secured within the approved cabinet.
- By signing the telework agreement, the employee must be aware of and must allow periodic visits by the delegated manager, or CBSA Security to verify compliance with security requirements.
- The employee is responsible for ensuring the secure transfer of files and information to their office environment for permanent storage on a regular basis. Files should not be retained at a telework location in any quantity. Only those active files actual in use should be present at a telework location.
- The delegated manager approving the telework and the employee working from home must maintain a log of files removed from the office and brought into the telework environment. This log will be used to determine critical risk in the event of loss, and facilitate rebuilding or recovery of the lost assets.



Building

1	<p>Standard Private home</p> <p>The intent of this questionnaire is to record an accurate picture of the telework environment. Literary description and photographs may be used to identify the security zones and features within the telework environment and surrounding area.</p>	(Describe housing and facilities where telework services will be located. Include current security devices)
2	<p>Exterior doors MUST have the following security hardware:</p> <ul style="list-style-type: none"><input type="radio"/> Locking latch set<input type="radio"/> Auxiliary dead bolt	<div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>

Interior Spaces

3	Lockable door on the telework room	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	The room used for telework must be equipped with an Agency provided, Security approved file cabinet. The cabinet must placed away from windows.	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	All windows are secured. (This securing device may be a solid locking device approved by local security, or a drop bar that fits snugly between the sliding pane and a fixed window jamb.)	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	CPU display screens are positioned such that it cannot be viewed from an exterior location or by family members within the home when in use.	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Will the location of telework services be within a designated area within the home?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Is the designated area for the telework services used for any other purpose other than telework?	<div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> <div>(If yes, detail other uses)</div>



Emergency Procedures and Business Continuity Planning

(This section is intended in the event alternate arrangements need to be arranged/considered)

1	Proper response procedures are in place for handling emergency situations.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2	A full continuity plan is in place in the event of total loss of the telework facility?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3	If an alternate site is identified (as per the Acceptable Use Policy) are procedures in place to periodically inspect the alternate site?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Notes:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.



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By signing below, I attest that all of the preceding information is correct to the best of my knowledge.

_____ (Signature) _____ (Date)

Please provide your name, title and contact information below.



APPENDIX E - Information on the duty to accommodate

The duty to accommodate (DTA) is the employer's or service provider's obligation to take measures, short of undue hardship, to eliminate disadvantages to employees, prospective employees or clients that result from a rule, practice or physical barrier that has or may have an adverse impact on individuals or groups protected under the Canadian Human Rights Act or identified as a designated group under the Employment Equity Act. The protected grounds are: race, national or ethnic origin, color, religion, age, sex, sexual orientation, marital status, family status, disability or conviction for an offence for which a pardon has been granted.

The law and jurisprudence related to the duty to accommodate employees, notably for disabilities creates special employer obligations that go beyond the usual rules or workplace policies. Telework is sometimes provided to employees whose functional limitations require this as a form of accommodation.

While normally telework is a voluntary desire expressed by an employee, subject to the discretion of management, in a case where a functional limitation makes telework a required accommodation is an entirely different situation. In this case, telework may not even be the employee's desire; most importantly, unless the telework option amounts to undue hardship, management loses its discretion and must implement the telework arrangement. This is so, even if it means that the usual telework principle of cost neutrality will not be met.

When management has concluded that telework should be approved to accommodate an employee, the following applies:

- the employee has a right to be accommodated, and has the responsibility to cooperate in the accommodation process (duty of cooperation)
- most costs associated with accommodation (equipment, transportation of equipment, etc.) are borne by the employer
- the telework arrangement can be terminated only when the condition for which the accommodation was granted has changed or no longer exists, in a way that eliminates the telework requirement, or else, if another manner to properly accommodate the employee at the workplace is found
- performance issues while teleworking must be managed using whatever techniques are required to assess the work output; discussions must be held with the teleworker to discuss the reasons for the issues, as per the performance management program principles (that is managers do not have the discretion to terminate the telework arrangement due to performance issues, unless continuing with the telework will constitute undue hardship for the employer)

For all accommodation requests, including in the context of telework, managers should refer to the Workplace accommodation guidebook and the Treasury Board of Canada Secretariat (TBS) publication "Duty to accommodate: A general process for managers" The Labour Relations unit works with the Well-Being unit, which includes the Disability Management Program unit, collaboratively to provide advice and collaboratively manage accommodation cases. Labour Relations is ultimately management's operational advisor for the handling of any contentious case, and will also seek Legal Services advice whenever required. Employees are encouraged to consult with their union representative if they are dealing with any DTA-related issues.



In light of the significant difference in the rules applying to cases of DTA, a special Telework Arrangement form has been created to document and manage them. This form can be found on the ELF electronic forms system. It is important to distinguish between situations in which telework is itself an accommodation requirement and situations that are normal telework requests from employees who have separate DTA requirements (such as need for ergonomic equipment). The latter type of situations are to be dealt with as normal telework requests, even though there are DTA requirements to consider in parallel.

Also note that the questions and answers section of these guidelines is designed to respond to normal telework, that is not to cases where the telework itself is an accommodation. Hence some of the information therein does not apply.

Additional considerations

It should be noted that management will typically require that the employee produce a medical certificate to support any request for telework made on the basis of a functional limitation. In addition, under the advice of Human Resources, employees can expect that in some cases management may need to seek further clarifications from the employee's physician, or Health Canada, or sometimes both.

Accommodation is to be based on functional limitations. Management must balance this against operational needs and while telework may be a suggested option, depending on the case, it may not be the only option, as other creative options that meet the employee's limitations could be found.

Also in some situations, it may be established that telework in the substantive position would constitute undue hardship, in which case accommodation attempts would still have to be pursued by considering any other viable options.

However, once it has been established that telework (whether full-time or part-time) is an accommodation that the employer can grant in a particular position, it must be implemented.

An additional operational impact of dealing with a telework accommodation requirement for management may occur when the employee also requires certain ergonomic equipment, due to other functional limitations under DTA. In those cases, additional costs may have to be covered by the department. For example, whereas normal teleworkers are responsible for the cost of their desk and chair at their home telework station, employees with a disability requiring a special ergonomic chair or desk will receive the required furniture at no expense to them, as the items must be provided by the department as per DTA legislation; these items are to be provided even if it means that the general telework principle of cost neutrality cannot be met. In the case of a full-time teleworker with a functional limitation, the cost of having that employee telework would roughly equal that of having the employee work in the official workplace, as the same equipment would have to be provided regardless of location. However, in cases where the employee with a functional limitation has a part-time telework arrangement, it could mean additional expenses. In this respect, it should be noted that the Employment Equity Program has



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a special accommodation fund available to managers whereby any accommodation tool(s) costing over \$1,000 may be covered by a central fund. Managers are encouraged to communicate with the Workplace Well-Being unit for this purpose when needed. In a case of normal part-time telework (that is the telework itself is not an accommodation requirement, but rather an employee request) where the worker has special non-portable ergonomic equipment at the office due to functional limitations under DTA, if the teleworker requests that the department provides a second set of similar equipment for the home, the request could be considered as not meeting the cost-neutrality principle and be declined depending on circumstances and costs involved. Managers can consult with their Labour Relations Advisor as required in with DTA requests.



APPENDIX F - CBSA telework guidelines questions and answers generally applicable to normal telework

Part A: General questions and answers

A1. What is telework?

Telework is an authorized working arrangement in which employees perform all or part of their regular work away from the official workplace; the work is usually carried out in the employee's home. Telework may be on a full-time, part-time or occasional basis (for example after a short-term illness or injury or during renovations of the designated workplace).

A2. Why telework?

It serves to meet the needs of a growing, diverse workforce: persons with disabilities (telework is one of many options), dual-career families, single parents, etc. It also helps employees meet personal needs for flexibility in work scheduling. In cities with pollution and traffic problems, it alleviates environmental and commuting concerns. It may also reduce accommodation costs at the designated workplace and parking facility requirements. Moreover, recent advances in technology and telecommunications equipment have made telework more feasible and affordable.

A3. Part of an employee's duties is to go out and meet with clients at their workplace. Is this teleworking and would the Treasury Board Travel Directive apply?

No, a client's workplace is not considered a telework place. If an employee were required to report to a location away from their telework place or his/her designated workplace to perform some work, the Treasury Board Travel Directive would apply.

A4. Can anyone telework?

Experience has shown that while most teleworkers require a period of adjustment, those employees who are self-motivated and wish to have the flexibility that telework provides tend to experience few difficulties. Any employee may be eligible to telework, provided the following key principles are met:

- telework is operationally feasible
- there is no loss of production or performance
- it is voluntary
- it does not generate extra costs (except for one-time start-up costs) that cannot be recouped over a reasonable period of time



- it has been approved by management (at least at the director level)
- it does not change the terms and conditions of employment or the provisions of collective agreements
- a description of the telework arrangement has been signed by the director and a copy has been given to the employee

A5. What types of jobs are adaptable to telework?

Any job that complies with the basic principles outlined in these Guidelines may be eligible. Some examples include auditors, computer systems administrators, architects, scientists, translators, program analysts, etc. Many jobs could lend themselves to telework. Most could not be performed through full-time telework, but many could be performed using part-time telework. Each case must be judged individually, with the final approval resting with management.

Certain qualities might make some jobs more adaptable to telework. For example, project-oriented tasks such as reading proposals and reviews, making funding decisions, conducting research, and easily quantifiable tasks such as translation are easily adaptable to telework. Some client service jobs such as dealing daily with enquiries, with "walk-in" clients or where highly sensitive material is handled would likely not be suitable for full-time telework, but may be suitable to part-time or occasional telework.

A6. What are the potential benefits of telework?

For the employee:

- improved motivation and productivity
- reduced stress
- increased control over work and personal life
- reduced commuting time
- reduction in some costs such as: transportation, parking, food and clothing (may have an increase in other costs such as energy and heat)
- freedom to work with less interruptions
- reduced disability-related restrictions with respect to commuting or working at a designated workplace



For the manager:

- improved motivation, productivity and employee morale
- possible reduction in costs of office space. See B.5 and also the concept of "Workplace 2.0"
- retention of skilled employees
- possible accommodation of certain needs of employees with disabilities
- decline in absenteeism
- expansion of "pool" of workers (employees with disabilities or persons who have difficulties commuting)
- continued operations in case of shutdowns, emergencies, snow storms, etc.

A7. What are some of the actual or perceived challenges of telework?

For the employee:

- possible feelings of isolation, especially for full-time telework
- special efforts are required to maintain communications and good working relations with colleagues, especially for full-time telework

For the manager, challenges may include:

- a shift in the culture of an organization
- an initial cost in establishing a telework arrangement
- a perceived loss of direct control over employees and possible adjustment to style of supervision
- special efforts to maintain team synergy
- special efforts required to ensure communications and exchange of ideas
- the need to reassure employees who remain at the designated workplace that their own workload will not be increased when their colleagues telework and that telework employees continue to fulfill all of their responsibilities
- a greater emphasis on long- and short-range planning
- a greater emphasis on work measurement and productivity

Finally, if there are constantly more requests for telework than can be allowed operationally, managers will need to ensure a rotation of telework opportunities for unit employees.



A8. Does an employee have a right to telework?

No. Participation in the telework program is not a right. Participation is subject to an agreement between the employee and his/her manager, based on the key principles outlined in question A.5. However, an employee has a right to grieve the denial of a telework request.

A9. Can a supervisor require an employee to telework?

No. A supervisor cannot require an employee to telework.

A10. Can a supervisor telework?

The telework policy is intended for all employees. Provided the basic principles of the policy are met, any employee could telework. In the case of a supervisor, occasional or part-time telework would be the more probable options to consider.

A11. Is telework a substitute for child or elder care?

No. Teleworking is not intended to be combined with the full-time care of young children or elders. If extended periods of time are required for care of family members, a reduced work schedule should be considered. While telework does not replace child care, it reduces commuting time, thereby allowing more freedom to co-ordinate family activities.

A12. What equipment is needed to telework?

The equipment requirements will depend on the work to be done. Some employees may need only a pen and some paper.

Most employees will require IT equipment, at least a computer, and some will require other technological means to communicate with colleagues and access the information needed to do their jobs. It is the manager's responsibility to determine the employee's needs while teleworking and ensure the necessary IT equipment is provided to the employee.

In the case of IT equipment that connects to the Network^{Footnote 2}, only government supplied equipment must be used. In all cases, Information Technology equipment must conform to the following: Policy on the allocation and usage of information technology (103) and Policy on information technology security (104). In all cases, Information Technology equipment must conform to these Departmental Policies.

For other type of equipment, such as office furniture, if the employee requests and is granted permission to telework, then he/she is responsible for the maintenance and repair of his/her own equipment, unless otherwise agreed to by the employer, in cases of duty to accommodate for example.



The Employer is not responsible or liable for damages to the employee's personal or real property during the performance of official duties, similarly while using the Employer's equipment in the employee's residence in case of employee negligence.

The Employer is not responsible or liable for damages to the employee's personal or real property during the course of performance of official duties or while using the Employer's equipment in the employee's residence in cases of employee negligence.

A13. Where can I find information on ergonomics as it relates to Public Services and Procurement Canada workplaces?

At PSPC, you can refer to our Occupational Health and Safety Directorate intranet site and the guidelines on Ergonomics at work.

You can also find useful information on the Employment and Social Development Canada Web site.

Finally, the Canadian Centre for Occupational Health and Safety also provides information about occupational health and safety including ergonomics.

A14. On what basis should I discuss developing a telework agreement with my manager?

If you believe that the arrangement would meet the basic principles outlined in these guidelines, talk to your supervisor. Remember that a telework arrangement must be made on a voluntary basis by the employee and approved by management. For a telework arrangement to be successful, both parties must feel comfortable with it. Final authority rests with the director of your organization.

A15. What is the Telework Arrangement Agreement Document and do I need one?

Completion of the Telework Arrangement Agreement Document is required to confirm approval and conditions of the telework arrangement for all standard (that is full-time and part-time) or occasional telework arrangements. The Telework Arrangement Agreement document is designed to ensure that the terms of a telework arrangement are mutually understood, and spelled out, prior to the commencement of such an arrangement.

A copy of the form should be kept by the employee, a second copy must be kept by the manager. In addition, teleworkers (standard and occasional) and their respective supervisors must enter the agreement details in the relevant MyGCHR page to allow for departmental tracking.

Employees are encouraged to discuss the details of the arrangement with their union representatives should they need any advice or have any concerns.



Part B: Operational questions and answers for managers

B1. What level of management can approve a telework arrangement?

Supervisors at any level are responsible for recommending an employee for telework and for outlining the terms (that is scheduling, equipment requirements, work expectations, and assessment criteria). Final approval must be obtained at least at the director level.

B2. How do I know employees are working if I can't see them?

As with employees in the workplace, whether near or at distance from you, you should know if an employee is working if he/she meets the job requirements on time and up to expected quality, through sound performance management practices. Experience with telework programs shows that productivity often increases when an individual works off-site, partly because of fewer interruptions and distractions, and partly because of an increase in personal motivation and work commitment. In addition, most telework employees report a reduction in stress, which often leads to increased efficiency and increased job satisfaction.

B3. How will employees who telework be reviewed?

The PSPC Employee Performance Management Program will continue to be the process used for setting objectives and assessing employee performance. The main focus of performance assessment must be based on work input, wherever the employee may be (near or far away at distance from the supervisor). In fact, having teleworkers may well bring you to improve your general employee performance management practices.

B4. Should a specific schedule be set for the off-site work?

Yes. A description of the employee's authorized days and hours of work away from the designated workplace must be clearly outlined in the Telework Arrangement Agreement Document. Schedules and phone numbers should be clearly posted in the designated workplace and provided to co-workers.

B5. How do we record average days in MyGCHR?

For occasional telework, you must enter the average it in the "Average Days-Month" field, for example one day/month, or 2 days/month or three days/month, on average.

For part-time telework (minimum one day/week on average), you must enter the average in the "Recurring days/week" field, for example one day/week, or 2 days/week, etc. For full-time, this will be five full days/week.



The average can also be made out of partial days (for example half a day, or a few hours at the beginning or start of work day). When recording telework in MyGCHR, use the average for partial days, for example, if there are 13 hours of telework per week every week, spread out through the week, you can record it as 2 days/week (part-time telework).

B6. Do I have to take measures to ensure a teleworker is in fact at work every day?

As a manager/supervisor you should ensure there are reasonable measures in place to acknowledge any employee's (employees at the office, teleworkers, employees working at distance) work status on any given day, that is the employee at work?, on leave?, absent without notice?, etc. This goes towards basic managerial responsibilities on operational requirements, leave management, and as well towards ensuring the health and safety of our employees. This can be accomplished in various ways depending on the case, that is with some employees whose work involve constant communications (virtual or otherwise) with their supervisor and/or colleagues throughout the day from start to finish, this may not be an issue. For teleworkers whose work is done very independently, the supervisor can establish daily contacts as required.

B7. What if there are persistent technological difficulties during telework?

Teleworkers must advise their supervisors to determine how to adjust (return to the designated workplace, alternative arrangements to get work, etc.). Ideally, the teleworker would always have some work set aside that does not require much IT capacity for this specific kind of situations.

B8. What is Workplace 2.0?

The Workplace 2.0 initiative was developed to support the Clerk of the Privy Council's commitment to public service renewal. Its objective is to modernize the workplace to attract, retain and enable public servants to work smarter, greener and healthier to better serve Canadians by modernizing the physical aspects of the workplace, updating policies, processes and systems, and providing new technologies that allow employees to connect, collaborate and communicate across government and with Canadians. While Workplace 2.0 makes it possible for employees to work anywhere, these Telework Guidelines only apply to work done at the employee's place of residence (telework- place). Note that telework is only part of the Workplace 2.0 initiative and employees are not required to telework to enjoy the benefits; however, managers and employees can consider incorporating part-time or full-time employee telework arrangements requests where possible. For more information, please refer to the [Workplace 2.0 site](#).



B9. Should I give up all of the vacant office space left by employees who are teleworking?

Organizations must plan their office space to accommodate those employees who telework part time (working in the designated workplace 2–three days per week) and those who telework full time and plan to return at the end of a telework arrangement. Some organizations may choose to use telework as a tool to leverage or support accommodation strategies aimed at maximizing space utilization. Such accommodation strategies can include the under allocation of space (that is eight workstations per 10 employees), desk sharing and/or the use of flex and unassigned free-address (that is hoteling) stations for part time teleworkers. Workplace 2.0 supports these strategies by enabling employees to be mobile, yet connected and productive. Management should discuss opportunities to leverage space efficiencies with their employees and facilities management to determine appropriate accommodation strategy for their office.

B10. What about the impact on staff when some employees are teleworking?

Possible impact on other employees must be considered during the approval process of a telework arrangement. One person's off-site work should not adversely affect the performance of other employees or place a burden on staff remaining in the designated workplace. Research demonstrates, however, that when fewer employees work at the designated workplace, the administrative workload decreases.

B11. Can telework be combined with part-time employment?

Provided that the basic policy requirements are respected, telework can be combined with part-time or any other flexible working arrangements.

B12. If an employee teleworks, does the telework place become the official workplace?

No. The employee's official workplace is the place where the employee would work if there were no telework situation.

B13. What if a manager believes the arrangement with an employee is not working out?

Either the employee or the supervisor may end a telework arrangement, with appropriate notice, at any time; a 14-day notice is suggested.

B14. Who is responsible for transporting equipment (for example computer, modem, and printer) to and from the telework place?

An agreement on the most appropriate transportation mechanism for transporting equipment to and from the telework place should be reached between the teleworker and the supervisor at the time the telework arrangement is approved; however, employees should not normally transport large or heavy equipment without assistance. Note that with respect to the use of a portable computer, transportation is the responsibility of the employee.



B15. What happens when the equipment requires repair?

Maintenance, repair, and replacement of government-owned equipment issued to employees are the responsibility of the department. The employee must notify his/her supervisor immediately following a malfunction of government-owned equipment. If repairs are extensive and replacement is impractical, the employee must be prepared, if asked, to report back to the official workplace until the equipment is operational. Employees will not be expected to transport large or heavy equipment without assistance (that is this would not apply to a laptop, a modem, or a keyboard for instance).

B16. What happens if there is a strike?

In the event of a strike, whether employees are working at the designated workplace or at a telework place, many issues come into play and need to be reviewed by management. Some of the issues include; the personal safety of employees, the protection of equipment and other government property and the maintenance of performance. There may occasionally be a need for special interim procedures, for example, management may decide that teleworkers who are not on strike been asked to temporarily return to the designated workplace. Therefore should a strike occur management would have to assess the situation and provide employees with the appropriate guidance and direction.



Part C: Questions and answers on costs, taxes, safety, health and security

C1. What costs are covered by the department?

The department will assume the costs of any required equipment or expenses such as:

- work-related long distance telephone calls
- extra telephone line or portable device such as Blackberry
- computer
- computer software
- additional departmental modem and possible additional computer usage charges
- maintenance and repair charges for equipment belonging to the department
- remote technical assistance
- replacement of lost or damaged government equipment: employees are responsible to care for departmental government equipment in their possession, and in case of negligence or infraction, the department could decide, depending on the circumstances, to claim the recovery of replacement costs instead of assuming the cost

C2. What costs does the teleworker assume?

The employee who is teleworking will pay for the following expenses:

- provision of safe and healthy premises, including cleaning, maintenance
- provision of desk and chair
- regular phone costs
- internet service provider costs (modem rental or purchase, monthly bandwidth)
- costs for extra energy usage such as heat and light
- any additional insurance costs (the employee is not responsible for insuring equipment; however, a review of coverage with the home insurance company is necessary to ensure there are no effects on current coverage resulting from use of the home as an office)
- travel costs for travel between the telework location and the designated workplace



- if the employee requests and is granted permission to telework using his/her own equipment, then he/she is responsible for the maintenance and repair unless otherwise agreed to by the employer

•

C3. What about liability for injuries sustained while teleworking—How will the department deal with an employee's claim for injury?

Under the *Government Employees Compensation Act*, Public Service employees who are injured in the normal course of their duties can be compensated for those injuries. This is the case whether the injury takes place at the employer's official workplace or at any other location (that is the employee's home).

C4. How do I ensure that the telework place is safe?

Usually, employees' homes provide a safe and secure environment. Employees are responsible for ensuring that safety requirements are met in their homes to protect themselves and any equipment provided by the employer. As the employer has no formal control over an employee's telework location, employees are asked to voluntarily provide assurance to the manager that the telework location is safe and healthy. Through the telework arrangement, the employee recognizes that the employer is only responsible for the telework tasks, not for the whole home, hence any accident or professional illness arising from telework would only be considered work-related if arising from the tasks.

C5. Does an employee who uses a portion of his/her home as an office qualify for any federal income tax deductions?

Depending upon the situation, and provided certain conditions are met, teleworkers may be able to deduct certain expenses from their employment income for income tax purposes. Due to the complexity of the *Income Tax Act* and the fact that each telework situation is unique, employees should contact the *Canada Revenue Agency* (CRA) for further advice.

C6. To determine whether an employee is entitled to a deduction under the *Income Tax Act*, the Canada Revenue Agency requires that the employee file a Canada Revenue Agency form with his/her income tax returns (currently the name of the form is T2200 "Declaration of Conditions of Employment"). Should managers sign this form when asked by employees?

Managers who are asked by formally approved teleworkers to complete and sign this declaration are advised to do so. This form does not ask managers to certify whether an employee meets the criteria established by the *Income Tax Act*. Rather, in signing, managers would merely certify that teleworkers are required to provide work spaces in their homes and are required to pay for certain additional costs involved in providing this space.



C7. Will the security of information be placed at risk by employees when teleworking?

Given the high risk involved, telework should not involve access to information that is designated as extremely sensitive or classified as top secret. According to Policy on Government Security, certain types of information classified in the national interest should never be removed from the workplace.

Even unclassified material (either Protected A, B, or C), however, should be handled with care as the accumulated information may be sensitive for the organization. Because of this, it is imperative that teleworkers consider the nature of the information with which they are working and take care to ensure that it is not left unattended or exposed to unauthorized scrutiny, both at the telework place and during transport. Teleworkers must be aware of all access to information and privacy-related legislation which would apply to the information with which they will be working, and ensure they follow their supervisor/manager's direction on this issue. Employees should discuss their security and storage requirements with their supervisor

C8. Are there any municipal or provincial requirements for teleworking?

Employees are responsible for informing themselves of any municipal or provincial restrictions which could have an impact on their telework situation, for example requirement for smoke detectors in the telework place.

C9 If a work-related accident takes place in Ontario at the home of a teleworker whose substantive position is in Quebec or vice versa, which compensation board is responsible?

The compensation board responsible for a telework-related accident is the board in the province where the designated workplace, not the telework place, is located.

C10. Regarding teleworkers who rarely visit the province where the designated workplace is located, to which province are their taxes paid?

Income tax is paid where the designated workplace, not the telework place, is located.

C11. What about holidays (Saint-Jean Baptiste Day in Quebec and the Civic Holiday in Ontario)?

Holidays are based on the province where the designated workplace is located.

Leblanc, Suzanne

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 3, 2019 09:10 AM
To: Burke, Julie
Cc: Allard, Myriam
Subject: CBSA Draft telework policy - Jan 2019 (002).docx
Attachments: CBSA Draft telework policy - Jan 2019 (002).docx

More work to do. We need a final copy of the policy and ppt by end of week.

Leblanc, Suzanne

From: Edwards, Tammy
Sent: February 6, 2019 08:40 AM
To: Thibodeau, MarcR (HRB-HQ); Sousae, Annie; Burke, Julie; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia
Subject: RE: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019_TE.docx

Attached is my feedback so far (may have a bit more today as my OHS team reviews). I offer my services to review the final draft to verify grammar and spelling ☺.

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 8:15 PM
To: Sousae, Annie <Annie.Sousae@cbsa-asfc.gc.ca>; Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>; Edwards, Tammy <Tammy.Edwards@cbsa-asfc.gc.ca>; Racine, Isabelle <Isabelle.Racine@cbsa-asfc.gc.ca>; Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>; Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>; Roy, Cynthia <Cynthia.Roy@cbsa-asfc.gc.ca>
Subject: CBSA Draft telework policy - Feb2019.docx

Hi:

Attached is the latest version of the Telework Policy that Julie has been working on for the last few weeks. I would like your views on the document. Julie and I would like to close this by COB on Wednesday. Thank you for your assistance.

Marc

Leblanc, Suzanne

From: Burke, Julie
Sent: February 3, 2019 09:16 AM
To: Thibodeau, MarcR (HRB-HQ)
Cc: Allard, Myriam
Subject: RE: CBSA Draft telework policy - Jan 2019 (002).docx

Ok. Will look at your changes/comments and continue working on it

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 3, 2019 9:10 AM
To: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: CBSA Draft telework policy - Jan 2019 (002).docx

More work to do. We need a final copy of the policy and ppt by end of week.

Leblanc, Suzanne

From: Burke, Julie
Sent: February 7, 2019 11:32 AM
To: Thibodeau, MarcR (HRB-HQ); Allard, Myriam
Cc: Keir, Jennifer
Subject: Telework
Attachments: DRAFT - Telework at the CBSA (002).pptx; Telework Policy.docx

As requested



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Alternate Working Arrangement – Telework

Executive Committee Human Resources

Workplace Management, Wellness and
Compensation Directorate

February 14, 2019

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Purpose

- To seek approval of the *CBSA Telework Policy*
- To articulate the implementation strategy and associated considerations
- Outline next steps



Background

- The current TBS policy was introduced in 1999
- The Policy was extensively used in the GTA trade Operations in early 2000 to address infrastructure challenges. The practice was completely eliminated once the challenges were address
- A MOU to review the suitability and appropriateness for the Trade and Compliance Division was included in the FB (exp. 2011) collective agreement
- The CIU representative assigned to the file abandoned the consultation. The Telework review was concluded and the telework was not reinstated.



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Telework is

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff • DG labour Relations and Compensation (1) 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • VP HRB (1)



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
Not all types of work is conducive to telework.	Management has make that determination in a fair and transparent manner
Not all CBSA employees have the proper equipment (laptops etc.) to telework.	
Client support availability	We must ensure that there is the proper IT security in place to support the increased demand for telework
ABW facilities (April 1, 2019 for ATL RDGO)	The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements
Potential impact of increased demand on IT who will not be able to address all demands at once.	
Awareness for managers and employees	Create awareness sessions to ensure that delegated managers understands the Policy and applies it generously
Readiness Assessment	



Next Steps

- Approve the Telework Policy with an effective date of April 1, 2019, with a phased implementation.
- Implement Communication strategy
- Finalize guidelines to support management and employees with establishing telework agreements.
- Increase awareness of the Policy
- Complete readiness assessment
- Develop IT acquisition and roll-out plans



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Alternate Working Arrangement – Telework

Executive Committee Human Resources

Workplace Management, Wellness and
Compensation Directorate

February 14, 2019



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Purpose

- To seek approval of the *CBSA Alternate Working Arrangements - Telework Policy*
- To articulate the implementation strategy and associated considerations
- Outline next steps



Background

- The current TBS policy was introduced in 1999
- The Policy was extensively used in the GTA Trade Operations in early 2000 to address infrastructure challenges. The practice was completely eliminated once the challenges were addressed
- A MOU to review the suitability and appropriateness for the Trade and Compliance Division was included in the FB (exp. 2011) collective agreement
- The CIU representative assigned to the file abandoned the consultation. The Telework review was concluded and the telework was not reinstated.



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Examples of work that can potentially be performed:

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff Classification • DG labour Relations and Compensation (1) 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • VP HRB (1)



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
Not all types of work is conducive to telework.	Management has make that determination in a fair and transparent manner. Develop Guidelines, Qs&As to help management make those determinations.
Not all CBSA employees have the proper equipment (laptops etc.) to telework. As such, there may be a potential impact of increased demand on IT who will not be able to address all demands at once.	Partnership with ISTB to develop IT acquisition and roll out plan.
Client support availability	We must ensure that there is the proper IT security in place to support the increased demand for telework.
ABW facilities (April 1, 2019 for ATL Regional Office)	The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements.
Awareness for managers and employees	In order to address the negative perception associated with Telework, create awareness sessions to ensure that delegated managers understand the Policy and the benefits associated with it.
Readiness Assessment	Complete the readiness assessment in partnership with IT and Security.



Next Steps

- Approve the Telework Policy with an effective date of April 1, 2019, with a phased implementation.
- Implement Communication strategy
- Finalize guidelines to support management and employees with establishing telework agreements.
- Increase awareness of the Policy
- Complete readiness assessment
- Develop IT acquisition and roll-out plans



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Alternate Work Arrangement

Telework Policy

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Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employee's request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criteria are in place.

Preamble

Canada Border Services Agency (CBSA) is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization and employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employee to work at alternate locations in a manner that meets organizational objectives and is cost effective.

Definitions

Delegated Manager -a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework - a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary, no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outline in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- The equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adheres to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct*.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- Canada Labour Code
- *Code of Conduct*
- *Conflict of Interest and Post Employment*
- *Information Security Policy*
- *Policy on the Use of Electronic Resources*
- *Policy on Information Technology (IT) Security*
- *Federal Public Service Labour Relations Act*
- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Leblanc, Suzanne

From: Allard, Myriam
Sent: February 13, 2019 10:42 AM
To: Shivji-Prasad, Shahina; Saindon, Hubert
Cc: Keir, Jennifer; Roy, Cynthia; Thibodeau, MarcR (HRB-HQ); Burke, Julie
Subject: ECHR - Telework
Attachments: Telework Policy.pdf; FR_Telework Policy.pdf; Telework at the CBSA.pdf; FR - Telework at the CBSA.pdf

Good morning,
Please find enclosed the final documents in both official languages in light of tomorrow's meeting.
Let me know if you have any questions.

Myriam



Canada



Objet

- Faire approuver la *Politique de l'Agence des services frontaliers du Canada sur le régime de travail flexible – télétravail*.
- Formuler la stratégie de mise en œuvre et les considérations connexes.
- Présenter les prochaines étapes.



Contexte

- La politique actuelle du Secrétariat du Conseil du Trésor (SCT) a été adoptée en 1999.
- Elle a été grandement utilisée dans le cadre des échanges commerciaux de la région du Grand Toronto au début de 2000 pour répondre aux difficultés liées à l'infrastructure. La pratique a été par la suite éliminée.
- L'Agence n'a actuellement pas de pratique constante en place en ce qui concerne le télétravail.
- Une approche uniforme est nécessaire s'il est pour traiter les demandes pour les employés des stratégies ou des infrastructures comme des milieux de travail fondé sur les activités (MTAA).



Portée de la politique

- Le télétravail est un régime de travail officiel convenu par écrit dans le cadre duquel un employé remplit une partie ou l'ensemble de ses fonctions ailleurs qu'au lieu de travail désigné, et ce, de façon uniforme et périodique (p. ex. une journée par semaine), comme précisé dans une entente de télétravail.
- Cela ne comprend pas des événements ponctuels où un employé travaille à un endroit autre que le lieu de travail désigné.
- Exemples de tâches pouvant être effectuées :

Peut convenir à ce qui suit :

- Postes de services internes
- Travail sur les programmes
- Conformité commerciale
- Classement tarifaire

Peut ne pas convenir à ce qui suit :

- Opérations de première ligne (tous les modes)
- Soutien à la clientèle sur place
- Fonctions ayant besoin d'accès à un réseau secret



Aperçu de la politique

- Le télétravail est un régime de travail flexible qui permet de repenser et de remodeler l'exécution du travail.
- La participation au télétravail est volontaire et constitue un privilège.
- Lorsque le télétravail est possible sur le plan opérationnel, il permet aux employés de travailler dans d'autres lieux et, par conséquent, de mieux concilier leurs obligations professionnelles et leurs besoins personnels, tout en continuant de contribuer à l'atteinte des objectifs de l'organisation. Le télétravail peut comporter des avantages pour l'organisation, notamment :
 - un accroissement de la productivité et une diminution de l'absentéisme;
 - un rendement plus élevé découlant d'une amélioration de la motivation au travail et d'un plus haut degré de satisfaction ressenti à l'égard du milieu de travail;
 - un avantage concurrentiel permettant d'attirer et de maintenir en poste des fonctionnaires hautement qualifiés;
 - l'amélioration de la satisfaction des employés et de l'équilibre entre les responsabilités professionnelles et familiales attribuable à la souplesse accrue du milieu de travail.



Exigences

- Avant d'autoriser l'employé à télétravailler, le gestionnaire délégataire doit déterminer si son travail est compatible avec le télétravail en vérifiant les critères suivants :
 - la possibilité pour l'employé, sur le plan opérationnel, d'effectuer son travail au lieu de télétravail choisi;
 - le respect des exigences en matière de sécurité de l'Agence des services frontaliers du Canada (ASFC);
 - l'incidence générale de l'entente de télétravail sur l'unité de travail (p. ex. les processus de travail, la répartition de la charge de travail, le moral des employés, etc.);
 - le niveau global de travail effectué au lieu de travail désigné, que ce soit sur le plan de la qualité ou de la quantité, pourra se maintenir sur le lieu de télétravail;
 - le travail effectué est mesurable;
 - les objectifs de travail et les attentes pourront être maintenus;
 - la mise en œuvre du régime de télétravail n'entraînera pas des coûts supplémentaires substantiels pour l'employeur;
 - il n'y a aucun problème de rendement ou de comportement.
- Si un ou plusieurs de ces critères pour l'établissement d'un régime de télétravail ne sont pas satisfaits, le gestionnaire peut à sa pleine et entière discrétion refuser une demande de télétravail ou révoquer une approbation précédemment accordée relativement à une demande de télétravail.



Considérations relatives à la mise en œuvre

Considération	Réponse
Certains types de travail ne se prêtent pas au télétravail.	La direction doit parvenir à cette conclusion de façon juste et transparente. Des lignes directrices et des questions et réponses doivent être élaborées pour aider la direction à prendre des décisions à cet effet.
Certains employés de l'ASFC ne disposent pas de l'équipement approprié (ordinateurs portatifs, p. ex.) pour le télétravail. Par conséquent, cela pourrait accroître la demande auprès des services de technologies de l'information (TI), qui ne seraient pas nécessairement capables de traiter toutes les demandes immédiatement.	Partenariat avec la Direction générale de l'information, des sciences et de la technologie pour l'élaboration d'un plan d'acquisition et de mise en œuvre des TI.
Disponibilité du soutien à la clientèle	Nous devons nous assurer que les mesures de sécurité des TI appropriées sont en vigueur pour appuyer la demande accrue de télétravail.
Installations de milieu de travail axé sur les activités (1 ^{er} avril 2019 pour le bureau de la région de l'Atlantique)	Le bureau de la région de l'Atlantique devient un milieu de travail axé sur les activités à compter du 1 ^{er} avril 2019 et aura besoin d'orientation relativement aux régimes de travail flexibles.
Sensibilisation pour les gestionnaires et les employés	Afin de répondre à l'image négative du télétravail, organiser des séances de sensibilisation pour s'assurer que les gestionnaires déléguaires comprennent la politique et ses avantages.
Évaluation de l'état de préparation	Effectuer une évaluation de l'état de préparation avec les TI et la Sécurité.



Prochaines étapes

- Approuver la Politique sur le télétravail, dont la date d'entrée en vigueur est le 1^{er} avril 2019 et qui sera mise en œuvre par étape.
- Comité Un|RH supervisera:
 - Le développement et la mise en œuvre la stratégie de communication.
 - La mise en œuvre des lignes directrices à l'appui de la direction et des employés pour l'établissement d'ententes de télétravail.
 - Terminer l'évaluation de l'état d'avancement
 - Développement des plans d'acquisition et de mise en œuvre des TI.



Décisions requises

- Approbation du Régime de travail flexible – *Politique sur le télétravail*
- Fixer la date d'entrée en vigueur de la politique pour en date du 1er avril 2019
- Le Comité Un|RH supervisera la mise en œuvre de la politique.



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Alternate Working Arrangement – *Telework Policy*

Executive Committee Human Resources

Labour Relations and Compensation Directorate

February 14, 2019

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Purpose

- To seek approval of the *CBSA Alternate Working Arrangements - Telework Policy*;
- To articulate the implementation strategy considerations; and
- Outline next steps.



Background

- The current TBS policy was introduced in 1999.
- The Policy was extensively used in the GTA Trade Operations in early 2000 to address infrastructure challenges. The practice was discontinued.
- The Agency does not have a consistent practice regarding telework.
- A consistent approach is required whether it is to address requests for employees or infrastructure strategies such as Activity Based Workplaces (ABW).



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Examples of work that can potentially be performed:

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff Classification 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • Duties requiring special network access



Policy Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
<ul style="list-style-type: none"> Not all types of work is conducive to telework. 	<ul style="list-style-type: none"> Management has make that determination in a fair and transparent manner. Develop Guidelines, Qs&As to help management make those determinations.
<ul style="list-style-type: none"> Not all CBSA employees have the proper equipment (laptops etc.) to telework. There may be a potential impact of increased demand on IT who will not be able to address all demands at once. 	<ul style="list-style-type: none"> Partnership with ISTB to develop IT acquisition and roll out plan.
<ul style="list-style-type: none"> Client support availability 	<ul style="list-style-type: none"> We must ensure that there is the proper IT security in place to support the increased demand for telework.
<ul style="list-style-type: none"> ABW facilities (April 1, 2019 for ATL Regional Office) 	<ul style="list-style-type: none"> The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements.
<ul style="list-style-type: none"> Awareness for managers and employees 	<ul style="list-style-type: none"> In order to address the negative perception associated with Telework, create awareness sessions to ensure that delegated managers understand the Policy and the benefits associated with it.
<ul style="list-style-type: none"> Readiness Assessment 	<ul style="list-style-type: none"> Complete the readiness assessment in partnership with IT and Security.



Proposed Next Steps

- Approve the Alternate Working Arrangements - Telework Policy with an effective date of April 1, 2019, with a staged implementation.
- One|HR to oversee:
 - The development and Implementation of the Communication strategy
 - The implementation of guidelines to support management and employees with establishing telework agreements.
 - Completion of readiness assessment
 - Development of and IT acquisition and roll-out plans



Decisions Required

- Approval of the Alternate Working Arrangements – Telework Policy.
- Set the effective date of the Policy to April 1, 2019.
- One|HR to oversee the implementation of the Policy.



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Régime de travail flexible

Politique sur le télétravail



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Énoncé de politique

La présente politique de l'Agence des services frontaliers du Canada (ASFC) vise à appuyer les demandes de télétravail des employés, sous réserve de certaines conditions, lorsqu'il est possible d'accomplir la nature du travail sur le plan opérationnel et qu'il est rentable.

Date d'entrée en vigueur

La politique entre en vigueur le 1^{er} avril 2019 et elle doit être exécutée lorsque les critères de réussite sont en vigueur.

Préambule

L'ASFC s'est engagée à mettre en valeur le bien-être en milieu de travail ainsi qu'à faire place aux régimes de travail non conventionnels qui tiennent compte des progrès technologiques, de l'évolution de la culture du milieu de travail ainsi que de la sensibilisation croissante de la population à l'égard des répercussions environnementales et sociales des déplacements entre la maison et le travail. Le télétravail est un régime de travail flexible pouvant être utilisé par la direction, à sa discrétion, en fonction de ce qui précède. Cette option doit être réalisable sur le plan opérationnel et contribuer à l'atteinte des objectifs de l'organisation.

Le télétravail peut être avantageux tant pour l'organisation que pour les employés, notamment :

1. La capacité d'attirer et de maintenir en poste des employés hautement qualifiés;
2. Offrir diverses options pour équilibrer la vie professionnelle et la vie personnelle.

Objectif

Permettre aux employés de travailler à un autre endroit que le lieu de travail désigné, tout en continuant de contribuer à l'atteinte des objectifs organisationnels et à la rentabilité de l'ASFC.

Définitions

Gestionnaire délégataire – gestionnaire de l'ASFC de niveau 3.

Lieu de travail désigné – emplacement où l'employé devrait normalement travailler en l'absence d'une entente de télétravail.

Télétravail – régime de travail officiel convenu par écrit dans le cadre duquel un employé remplit une partie ou l'ensemble de ses fonctions ailleurs qu'au lieu de travail désigné, et ce, de façon uniforme et périodique (p. ex. une journée par semaine), tel que précisé dans une entente de télétravail. Cela ne comprend pas des événements ponctuels où un employé travaille à un endroit autre que le lieu de travail désigné.

Exigences de la politique

La participation au régime est facultative, c'est-à-dire qu'aucun membre du personnel ne peut être tenu de télétravailler. De même, le télétravail est un privilège et non un droit, et chaque cas sera traité séparément. Les critères de réussite devant être respectés avant la mise en œuvre d'une entente de télétravail sont les suivants :

- L'approbation des demandes de participation au télétravail d'une entente de télétravail sera traité séparément; ~~fera cas par cas~~;
- Les paramètres d'une telle entente doivent être consignés dans un *formulaire de demande de télétravail*;
- Une entente de télétravail doit être remplie et signée par l'employé et par le gestionnaire délégataire avant le début de l'entente de télétravail;
- Une copie de l'entente de télétravail doit être fournie à la Direction des relations de travail et de la rémunération;
- L'entente de télétravail doit être révisée à tous les six mois;
- L'entente de télétravail sera automatiquement révisée :
 - Si les priorités et les objectifs de travail ne sont pas respectés;
 - Conjointement avec le cycle de gestion du rendement;
 - À la demande de l'employé ou du gestionnaire délégataire;
 - En cas d'urgence, à la demande du gestionnaire délégataire.
- Les parties conviennent que les situations ponctuelles de télétravail ne sont pas visées par la présente Politique. De plus, le télétravail au titre de ladite politique ne doit pas servir à faciliter des obligations à temps plein en matière de soins familiaux (p. ex. s'occuper d'un membre de la famille malade; s'occuper d'enfants durant des journées de perfectionnement professionnel).

Avant l'approbation, et durant toute la durée de l'entente de télétravail, le gestionnaire délégataire doit veiller au respect et au maintien des conditions suivantes :

- La nature du travail à effectuer doit convenir au télétravail;
- Le travail à effectuer ne requiert pas l'impression de documents;
- Il est toujours possible de joindre l'employé par téléphone durant les heures de travail, conformément à l'entente de télétravail;
- Un seul appareil (politique d'un appareil) peut être fourni à l'employé pour le travail à effectuer au lieu de travail désigné et de télétravail;
- L'équipement requis doit être disponible;
- Les performances du travail effectué par télétravail peuvent être mesurées objectivement;
- La qualité et la quantité globales du travail effectué au lieu de télétravail doivent être soutenues et répondre pleinement aux attentes en matière de rendement;
- Le télétravail ne doit avoir aucune incidence défavorable quant à la prestation des services au public; à la clientèle;
- L'approbation du télétravail doit être rentable;
- Le matériel utilisé pour le télétravail doit être conforme aux politiques pertinentes de l'ASFC;

- Toutes les lois pertinentes, y compris la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite* sont respectés;
- Les modalités de responsabilité concernant la gestion de l'information au lieu de télétravail répondent aux exigences en matière de sécurité;
- La sécurité ou la protection de l'information et d'autres actifs de l'ASFC ne sont pas compromises par le lieu de télétravail;
- Il n'y a aucun problème de rendement ou de comportement;
- Il y a d'autres problèmes relativement au *Code de conduite* qui ne sont peut-être pas liés au télétravail, mais qui exigent le retour de l'employé au lieu de travail désigné.

Un manquement à ces exigences peut entraîner l'annulation de l'entente de télétravail.

L'une ou l'autre des parties peut mettre fin à une entente de télétravail en fournissant un préavis de quatre semaines. Lorsque la direction met fin à l'entente, le gestionnaire délégataire doit fournir par écrit à l'employé concerné les motifs de la fin à l'entente.

L'ASFC doit fournir à l'employé le matériel et les fournitures jugés nécessaires pour l'exécution des tâches attribuées.

Rôles et responsabilités

Le gestionnaire délégataire (superviseur) et l'employé en télétravail sont responsables de respecter leurs obligations respectives découlant de la Politique sur le télétravail et de l'entente connexe.

Gestionnaire délégataire

- Consulter, au besoin, les Relations de travail en cas de question sur les droits et obligations d'un employé en télétravail;
- S'assurer que l'employé satisfait aux conditions décrites dans la section des exigences de la Politique avant d'approuver une entente de télétravail, et que ces conditions sont respectées tout au long de l'entente;
- S'assurer que l'employé a pris connaissance de ses obligations quant à la Partie II du *Code Canadien du travail* et vérifier les conditions de travail de l'employé, afin d'identifier les préoccupations quant aux normes de santé et de sécurité;
- S'assurer que les formulaires de demande de télétravail sont envoyés à la Direction des relations de travail et de la rémunération. En cas de refus, le gestionnaire délégataire consignera ses motifs par écrit, à l'employé;
- Déterminer le matériel et les fournitures nécessaires pour exécuter les tâches attribuées;
- Prendre les mesures nécessaires en vue de l'installation, de l'entretien, de la réparation et de la récupération du matériel fourni (à la fin de l'entente de télétravail).

Employé

- Examiner et comprendre la présente politique, et s'y conformer;
- Respecter toutes les lois pertinentes, telles que la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite*;
- S'assurer que son lieu de télétravail :
 - Est un lieu de travail convenable, de sorte que l'employé pourra se conformer à la présente politique et à son entente de télétravail;
 - Est conforme aux règlements municipaux de zonage;
 - Satisfait aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application.
- Lors du télétravail, l'employé doit :
 - Satisfaire aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application;
 - Protéger tout renseignement de nature délicate ainsi que les actifs de l'ASFC et satisfaire à toutes les exigences de sécurité, conformément à la politique pertinente;
 - Payer les frais afférents liés au télétravail (p. ex. assurance, chauffage, eau, services Internet, etc.).
- Informer immédiatement le gestionnaire (superviseur) de toute exigence qui n'est plus satisfaite ou s'il soupçonne que cette exigence n'est plus satisfaite;
- Payer les frais afférents liés au mobilier de bureau (p. ex. bureau, chaise, table d'ordinateur, etc.) du lieu de télétravail.

Directeur général, Relations de travail et rémunération

- Fournir des conseils et de l'orientation sur la façon d'appliquer la présente politique;
- Fournir des rapports sur les ententes de télétravail en vigueur conformément à la présente politique;
- Évaluer et mettre à jour la présente politique à intervalles réguliers. =.

Surveillance et rapports

Les Relations de travail superviseront l'efficacité de la politique en évaluant l'utilisation qui est en est faite et la conformité avec les exigences de la politique.

Principaux ouvrages de référence

- *Code canadien du travail*
- *Code de conduite*
- *Conflit d'intérêts et après-mandat*
- *Politique sur la sécurité de l'information*
- *Politique sur l'utilisation des ressources électroniques*
- *Politique sur la sécurité des technologies de l'information (TI)*
- *Loi sur les relations de travail dans le secteur public fédéral*

- *Conventions collectives pertinentes*
- *Politique sur la sécurité*
- *Utilisation appropriée des réseaux électroniques*

Demandes de renseignements

Veuillez faire parvenir toute demande de renseignements sur cette politique aux Relations de travail.



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Alternate Work Arrangements

Telework Policy



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Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure that the employee is aware of their obligations pursuant to the *Canada Labour Code Part II* and review the working conditions with the employee to identify health and safety concerns.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct*.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and

- meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.
- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- *Canada Labour Code*
- *Code of Conduct*
- *Conflict of Interest and Post Employment*
- *Information Security Policy*
- *Policy on the Use of Electronic Resources*
- *Policy on Information Technology (IT) Security*
- *Federal Public Service Labour Relations Act*
- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Leblanc, Suzanne

From: Keir, Jennifer on behalf of Thibodeau, MarcR (HRB-HQ)
Sent: February 7, 2019 02:27 PM
To: Allard, Myriam; Edwards, Tammy; Burke, Julie
Subject: FW: Telework Policy.docx
Attachments: Telework Policy.docx

Sorry – forgot to cc you guys!

Jennifer Keir
613-948-9833

From: Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>
Sent: February 7, 2019 2:26 PM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Subject: Telework Policy.docx

For your review

Leblanc, Suzanne

From: Guay, Isabelle
Sent: February 12, 2019 01:57 PM
To: Allard, Myriam
Cc: Burke, Julie
Subject: RE: Petite faveur
Attachments: 9993425_002_FR_Telework Policy.docx

Follow Up Flag: Follow up
Flag Status: Completed

Voici ce que je suggère

J'attends vos commentaires



Isabelle Guay LL.L

*Senior Labour Relations Advisor, Labour Relations and HR Redress Division
Canada Border Services Agency / Government of Canada*

*Conseillère principale en ressources humaines du centre d'expertise
Agence des services frontaliers du Canada / Gouvernement du Canada*

*18th floor – 18^e étage
100 Metcalf Street
Ottawa, ON K1A 0L8
Canada Border Services Agency / Agence des services frontaliers du Canada
Telephone : 613-941-3354*

isabelle.guay@cbsa-asfc.gc.ca



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From: Allard, Myriam
Sent: 12 février 2019 08:20
To: Guay, Isabelle <Isabelle.Guay@cbsa-asfc.gc.ca>
Cc: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Subject: Petite faveur

Bon matin Isabelle,
Pourrais-je te demander un grosse faveur en ce mardi matin? Pourrais-tu svp faire un "cross-walk" entre la politique anglais (politique finale) et la politique française? Nous avons fait quelques changements à la version anglaise hier et il faut faire un contrôle de la qualité en français. Je me suis dit qu'étant donné la qualité de ton français, tu serais la personne idéale. De plus, tu en apprendras davantage sur la politique du télétravail de l'Agence.

Merci beaucoup de me donner ce petit coup de main....

Myriam

Leblanc, Suzanne

From: Allard, Myriam
Sent: June 11, 2019 01:16 PM
To: Leblanc, Suzanne
Subject: FW: CBSA Draft telework policy - Jan 2019.docx
Attachments: CBSA Draft telework policy - Jan 2019.docx

From: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Sent: February 2, 2019 10:36 AM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: CBSA Draft telework policy - Jan 2019.docx

A little past 7am...

Leblanc, Suzanne

From: Allard, Myriam
Sent: June 11, 2019 01:17 PM
To: Leblanc, Suzanne
Subject: FW: DRAFT - Telework at the CBSA (002).pptx
Attachments: DRAFT - Telework at the CBSA (002).pptx

From: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Sent: February 7, 2019 10:01 AM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>
Cc: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Subject: DRAFT - Telework at the CBSA (002).pptx

I have made a few changes. For your review



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Telework at the Canada Border Services Agency

Executive Committee

Workplace Management, Wellness and
Compensation Directorate



PROTECTION • SERVICE • INTEGRITY

Canada



Purpose

- To provide an overview of the *Draft CBSA Telework Policy* and how it can be managed and approved within the Canada Border Services Agency's context.



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Authority

- The approval of each telework request shall be made on a case-by-case basis at the discretion of delegated managers, pursuant to section 1(a).03 of the *Delegated Authority for Operational Labour Relations and Compensation Matters*



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Terms and Conditions

- The delegated manager has the discretion to determine the maximum number of days per week the employee will be teleworking.
- Telework can be combined with other flexible work arrangements (i.e. variable schedule, compressed work week).
- Telework is a privilege and the agreement can be terminated at any time, with reasonable notice, by either party.



Considerations

- Not all types of work is conducive to telework. Management has make that determination in a fair and transparent manner
- Not all CBSA employees have the proper equipment (laptops etc.) to telework. Potential impact of increased demand on IT who will not be able to address all demands at once.
- We must ensure that there is the proper IT security in place to support the increased demand for telework
- The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements



Next Steps

- Finalize guidelines to support management and employees with establishing telework agreements.
- Approve the Telework Policy with an effective date of April 1, 2019.



QUESTIONS



Canada Border
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Alternate Working Arrangement – Telework

Executive Committee Human Resources

Workplace Management, Wellness and
Compensation Directorate

February 14, 2019



PROTECTION • SERVICE • INTEGRITY

Canada



Purpose

- To seek approval of the *CBSA Alternate Working Arrangements - Telework Policy*
- To articulate the implementation strategy and associated considerations
- Outline next steps



Background

- The current TBS policy was introduced in 1999
- The Policy was extensively used in the GTA Trade Operations in early 2000 to address infrastructure challenges. The practice was completely eliminated once the challenges were addressed
- A MOU to review the suitability and appropriateness for the Trade and Compliance Division was included in the FB (exp. 2011) collective agreement
- The CIU representative assigned to the file abandoned the consultation. The Telework review was concluded and the telework was not reinstated.



Scope of Policy

- Telework is a formal written work arrangement where an employee carries out some or all of his or her duties at location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement.
- It does not include punctual events where an employee performs work at a location other than the designated workplace.
- Examples of work that can potentially be performed:

May be appropriate for	May not be appropriate
<ul style="list-style-type: none"> • Internal services positions • Program work • Trade Compliance • Tariff Classification • DG labour Relations and Compensation (1) 	<ul style="list-style-type: none"> • Front line operations (all modes) • On-site Client Support • VP HRB (1)



Overview

- Telework is a flexible work arrangement which offers an opportunity to rethink and reshape how work is performed.
- Participation in telework is voluntary and a privilege.
- Where it is operationally feasible to do so, telework enables employees to work at an alternative location, thereby achieving a better balance between their professional obligations and personal needs, while continuing to contribute to the attainment of organizational goals. Telework can result in benefits to the organization, including:
 - Higher levels of productivity and reduced absenteeism;
 - Enhanced performance through improved work motivation and a more satisfying work environment;
 - A competitive edge for attracting and retaining highly-skilled public servants; and
 - Increased employee satisfaction and work/life balance resulting from greater flexibility in the workplace.



Requirements

- Prior to approving requests from employees to telework, delegated managers shall determine if a telework arrangement is feasible by considering the following factors:
 - it is operationally feasible for the employee to perform his or her work at the telework place;
 - It respects the CBSA's security requirements;
 - the overall impact of the telework agreement on the work unit (e.g. work processes, distribution of the workload and employee morale, etc.);
 - the overall quality and quantity of work carried out in the designated workplace can be sustained by the employee in the telework place;
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 - the work objectives and the expectations for the job will remain the same; and
 - the implementation of the telework arrangement will not generate significant extra costs for the employer;
 - there are no performance or conduct issues

- Should one or more of the conditions of a telework agreement not be met, the manager has full and complete discretion to refuse a telework request or revoke a previously-approved request.



Implementation Considerations

Consideration	Response
Not all types of work is conducive to telework.	Management has make that determination in a fair and transparent manner. Develop Guidelines, Qs&As to help management make those determinations.
Not all CBSA employees have the proper equipment (laptops etc.) to telework. As such, there may be a potential impact of increased demand on IT who will not be able to address all demands at once.	Partnership with ISTB to develop IT acquisition and roll out plan.
Client support availability	We must ensure that there is the proper IT security in place to support the increased demand for telework.
ABW facilities (April 1, 2019 for ATL Regional Office)	The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements.
Awareness for managers and employees	In order to address the negative perception associated with Telework, create awareness sessions to ensure that delegated managers understand the Policy and the benefits associated with it.
Readiness Assessment	Complete the readiness assessment in partnership with IT and Security.



Next Steps

- Approve the Telework Policy with an effective date of April 1, 2019, with a phased implementation.
- Implement Communication strategy
- Finalize guidelines to support management and employees with establishing telework agreements.
- Increase awareness of the Policy
- Complete readiness assessment
- Develop IT acquisition and roll-out plans

Leblanc, Suzanne

From: Allard, Myriam
Sent: June 11, 2019 01:17 PM
To: Leblanc, Suzanne
Subject: FW: AWA - Telework Policy
Attachments: Alternate Work Arrangement - Telework Policy.pdf; Telework at the CBSA .pptx

From: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>
Sent: February 11, 2019 3:16 PM
To: Allard, Myriam <Myriam.Allard@cbsa-asfc.gc.ca>
Cc: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>; Keir, Jennifer <Jennifer.Keir@cbsa-asfc.gc.ca>
Subject: AWA - Telework Policy

Voila.

To be sent for ECHR

Julie Burke

*Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237*

*Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.Burke@cbsa-asfc.gc.ca / Tél. : 613-948-9840 Fax : 613-948-9838 / ATS : 866-335-3237*



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Alternate Working Arrangement – Telework

Executive Committee Human Resources

Workplace Management, Wellness and
Compensation Directorate

February 14, 2019



PROTECTION • SERVICE • INTEGRITY

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Purpose

- To seek approval of the *CBSA Alternate Working Arrangements - Telework Policy*
- To articulate the implementation strategy and associated considerations
- Outline next steps



Background

- The current TBS policy was introduced in 1999
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Overview

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 - the work being performed is measurable;
 - the work objectives and the expectations for the job will remain the same; and
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Implementation Considerations

Consideration	Response
Not all types of work is conducive to telework.	Management has make that determination in a fair and transparent manner. Develop Guidelines, Qs&As to help management make those determinations.
Not all CBSA employees have the proper equipment (laptops etc.) to telework. As such, there may be a potential impact of increased demand on IT who will not be able to address all demands at once.	Partnership with ISTB to develop IT acquisition and roll out plan.
Client support availability	We must ensure that there is the proper IT security in place to support the increased demand for telework.
ABW facilities (April 1, 2019 for ATL Regional Office)	The ATL regional office is moving to an Activity Based Workplace (ABW) effective April 1, 2019 and will require guidance on alternate work arrangements.
Awareness for managers and employees	In order to address the negative perception associated with Telework, create awareness sessions to ensure that delegated managers understand the Policy and the benefits associated with it.
Readiness Assessment	Complete the readiness assessment in partnership with IT and Security.



Next Steps

- Approve the Telework Policy with an effective date of April 1, 2019, with a phased implementation.
- Oversight of the Implementation Plan to be done through One/HR
 - Develop and Implement the Communication strategy
 - Finalize guidelines to support management and employees with establishing telework agreements.
 - Increase awareness of the Policy
 - Complete readiness assessment
 - Develop IT acquisition and roll-out plans

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. attracting and retaining highly skilled individuals;
2. providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
- the custodial arrangements for management of information at the Telework site meets security requirements;

- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
- there are no performance or conduct issues;
- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

Delegated Manager

- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

Employee

- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct*.
- Ensure that his or her Telework place:
 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and
 - meets the health and safety requirements of the Canada Labour Code, Part II and its Regulations.

- While teleworking the employee is responsible for:
 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- *Canada Labour Code*
- *Code of Conduct*
- *Conflict of Interest and Post Employment*
- *Information Security Policy*
- *Policy on the Use of Electronic Resources*
- *Policy on Information Technology (IT) Security*
- *Federal Public Service Labour Relations Act*
- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.

Leblanc, Suzanne

From: Thibodeau, MarcR (HRB-HQ)
Sent: February 5, 2019 08:15 PM
To: Sousae, Annie; Burke, Julie; Edwards, Tammy; Racine, Isabelle; Nasrallah, MichelN; Allard, Myriam; Keir, Jennifer; Roy, Cynthia
Subject: CBSA Draft telework policy - Feb2019.docx
Attachments: CBSA Draft telework policy - Feb2019.docx

Hi:

Attached is the latest version of the Telework Policy that Julie has been working on for the last few weeks. I would like your views on the document. Julie and I would like to close this by COB on Wednesday. Thank you for your assistance.

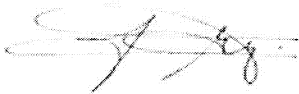
Marc

Guay, Isabelle

De: Guay, Isabelle
Envoyé: 12 février 2019 13:57
À: Allard, Myriam
Cc: Burke, Julie
Objet: RE: Petite faveur
Pièces jointes: 9993425_002_FR_Telework Policy.docx

Voici ce que je suggère

J'attends vos commentaires



Isabelle Guay LL.L

*Senior Labour Relations Advisor, Labour Relations and HR Redress Division
Canada Border Services Agency / Government of Canada*

*Conseillère principale en ressources humaines du centre d'expertise
Agence des services frontaliers du Canada / Gouvernement du Canada*

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Ottawa, ON K1A 0L8

Canada Border Services Agency / Agence des services frontaliers du Canada

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isabelle.guay@cbsa-asfc.gc.ca



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From: Allard, Myriam

Sent: 12 février 2019 08:20

To: Guay, Isabelle <Isabelle.Guay@cbsa-asfc.gc.ca>

Cc: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>

Subject: Petite faveur

Bon matin Isabelle,

Pourrais-je te demander un grosse faveur en ce mardi matin? Pourrais-tu svp faire un "cross-walk" entre la politique anglais (politique finale) et la politique française? Nous avons fait quelques changements à la version anglaise hier et il faut faire un contrôle de la qualité en français. Je me suis dit qu'étant donné la qualité de ton français, tu serais la personne idéale. De plus, tu en apprendras davantage sur la politique du télétravail de l'Agence.

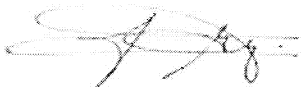
Merci beaucoup de me donner ce petit coup de main....

Myriam

Guay, Isabelle

De: Guay, Isabelle
Envoyé: 12 février 2019 08:52
À: Allard, Myriam
Cc: Burke, Julie
Objet: RE: Petite faveur

Parfait je regarde ça à l'instant



Isabelle Guay LL.L

*Senior Labour Relations Advisor, Labour Relations and HR Redress Division
Canada Border Services Agency / Government of Canada*

*Conseillère principale en ressources humaines du centre d'expertise
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From: Allard, Myriam

Sent: 12 février 2019 08:20

To: Guay, Isabelle <Isabelle.Guay@cbsa-asfc.gc.ca>

Cc: Burke, Julie <Julie.Burke@cbsa-asfc.gc.ca>

Subject: Petite faveur

Bon matin Isabelle,

Pourrais-je te demander un grosse faveur en ce mardi matin? Pourrais-tu svp faire un "cross-walk" entre la politique anglais (politique finale) et la politique française? Nous avons fait quelques changements à la version anglaise hier et il faut faire un contrôle de la qualité en français. Je me suis dit qu'étant donné la qualité de ton français, tu serais la personne idéale. De plus, tu en apprendras davantage sur la politique du télétravail de l'Agence.

Merci beaucoup de me donner ce petit coup de main....

Myriam



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Alternate Work Arrangements

Telework Policy



PROTECTION • SERVICE • INTEGRITY

Canada

Policy Statement

It is the policy of the Canada Border Services Agency (CBSA) to support employees' request for Telework arrangement when it is operationally feasible and cost effective to do so, subject to certain conditions being met.

Effective Date

The effective date of this policy is April 1, 2019 and is to be implemented where the success criterions are in place.

Preamble

CBSA is committed to fostering workplace well-being as well as embracing non-traditional employment arrangements that reflect evolution of technology, changing workplace culture, and growing public awareness of environmental and social impacts of travel commute. Telework is a flexible work arrangement that can be used at management's discretion towards the above, where operationally feasible and aligned with organizational priorities.

Telework can benefit both the organization as well as its employees on various levels such as:

1. ^A attracting and retaining highly skilled individuals;
2. ^P providing options for improved work-life balance;

Objectives

To allow employees to work at alternate locations in a manner that meets organizational objectives while being cost effective.

Definitions

Delegated Manager – a manager at the CBSA-3 level.

Designated Workplace – location where the employee would normally be assigned to work if there were no telework arrangement.

Telework – a formal written work arrangement where an employee carries out some or all of his or her duties at a location other than the designated workplace on a consistent, periodic basis (e.g. one day a week), as specified in a Telework Agreement. It does not include punctual events where an employee performs work at a location other than the designated workplace.

Policy Requirements

Participation in a telework arrangement is voluntary; no employee shall be required to telework. Similarly, telework is a privilege, not a right, and shall be approved on a case by case basis. The following success criterion must be in place prior to the implementation of a telework arrangement:

- The approval of a Telework arrangement shall be made on a case-by-case basis.
- The parameters of a telework arrangement must be recorded using the *telework request form*.
- The Telework Agreement must be completed and signed by the employee and the delegated manager before the Telework arrangement begins.
- A copy of the telework agreement will be provided to Labour Relations and Compensation Directorate.
- The Telework Agreement will be reviewed at a minimum, every six months.
- The Telework Agreement will automatically be reviewed:
 - if the work objectives and priorities are not being met;
 - in conjunction with the performance management cycle;
 - upon request by the employee or the delegated manager;
 - in an urgent situation, at the request of the delegated manager.
- The parties agree situations of ad-hoc telework do not fall under the auspices of this Policy. Furthermore, Telework under this Policy shall not be used to facilitate full-time family care obligations (i.e. caring for an ill family member, caring for children during Professional Development days).

Prior to approving and at any point during the telework arrangement, the delegated manager must ensure that the following conditions are, and continue to be met:

- the nature of the work to be performed is suitable for telework;
- the work to be performed does not require the printing of documents;
- the employee can always be reached by phone during the working hours as outlined in the telework agreement;
- the employee can be equipped with a single device (one-device policy) for the work performed at the designated and telework place;
- the equipment required is available;
- the results of the work performed in telework can be objectively measured;
- the overall quality and quantity of work carried out in the designated workplace shall be sustained and fully meet performance expectations;
- service delivery to clients is not negatively impacted;
- the approval of telework should be cost effective;
- the equipment used for the teleworking arrangement complies with the relevant CBSA policies;
- all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct* are respected;
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- security or protection of the information or other CBSA assets is not compromised at the telework workplace;
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- other founded Code of Conduct issues that may be unrelated to the telework but would require the employee's return to the Designated Workplace •

Failure to adhere to the above may lead to the termination of the Telework Agreement.

A Telework Agreement can be ended by either party with four weeks' notice. Where management is ending the arrangement, the delegated manager must provide the reason for ending the Agreement to the employee in writing.

The CBSA will provide to the employee, the equipment and supplies that it considers necessary to carry out the work assigned.

Roles and responsibilities

The Delegated manager (supervisor) and teleworking employee are responsible for fulfilling their respective Telework Policy and Telework Agreement obligations.

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- Consult as required with Labour Relations regarding any questions on the rights and obligations of employees who telework;
- Ensure that the conditions described in the Policy requirements section are met before approving any proposed Telework Agreement and maintained throughout the duration of the arrangement;
- Ensure that the employee is aware of their obligations pursuant to the *Canada Labour Code Part II* and review the working conditions with the employee to identify health and safety concerns.
- Ensure the telework request forms are sent to the Labour Relations and Compensation Directorate. If denied, provide reason for denial in writing to the employee
- Determine the equipment and supplies required to carry out the work assigned
- Arrange for the installation, maintenance, repair and recovery (at the termination of the Telework Agreement) of the material provided.

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- Review, understand and comply with this policy.
- Adhere to all relevant legislation including the Canada Labour Code Part II and associated regulations, policies, guidelines, terms and conditions of employment, collective agreements and the *Code of Conduct*.
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 - is a suitable working environment such that the employee will be able to comply with this Policy and his or her Telework Agreement;
 - conforms to municipal zoning regulations; and

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 - complying with the health and safety requirements of the Canada Labour Code, Part II and its Regulations;
 - protecting any sensitive information and CBSA assets, and for meeting any security requirements in accordance with the relevant policy;
 - Maintaining the costs associated with the Telework place (e.g. insurance, heat and hydro, Internet Services, etc.).
- Shall immediately notify the manager (supervisor) if any requirement is no longer being met or that the employee suspects is no longer being met.
- Is responsible for the cost of their office furniture (e.g. desks, chairs, computer table, etc.) of the Telework place.

Director General, Labour Relations and Compensation

- Provide advice and guidance on the application of the Policy;
- Provide reports on telework agreements in place and compliance with the policy;
- Review and update the Policy from time to time

Monitoring and Reporting

Labour Relations will monitor the effectiveness of this policy by measuring its use and adherence to the policy requirements.

Main References

- *Canada Labour Code*
- *Code of Conduct*
- *Conflict of Interest and Post Employment*
- *Information Security Policy*
- *Policy on the Use of Electronic Resources*
- *Policy on Information Technology (IT) Security*
- *Federal Public Service Labour Relations Act*
- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.



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Régime de travail flexible

Politique sur le télétravail



PROTECTION • SERVICE • INTEGRITY

Canada

From: [Vanrobaeys, Michelle](#)
To: [Scoville, Kim](#)
Subject: 8th Floor IAR - FW: Background information & current status of the 269 Main Street Project
Date: April 23, 2018 08:57:26 AM

Hi Kim,
Here is the IAR for 8.
SF-IAR_Space based project 8th floor 269 Main Street.docx

-M

From: Vanrobaeys, Michelle
Sent: April 23, 2018 9:14 AM
To: Laurencelle-Peace, Lisa
Subject: RE: Background information & current status of the 269 Main Street Project

My Comments...

The attached document is not dated, likely something that Connie drafted up. Mostly accurate based on what we know but also consider the source. I need to follow up on the statement regarding the ongoing cost of the secure compound (sally port), there are ongoing costs for maintenance but I thought EIOD was paying, which I disagree with but was told this may have been another backroom deal made long ago. All that said, NRPAD should be paying as they hold the budget for O&M so why would this be any different.

More below

From: Laurencelle-Peace, Lisa
Sent: April 20, 2018 1:56 PM
To: Vanrobaeys, Michelle <Michelle.Vanrobaeys@cbsa-asfc.gc.ca>
Subject: FW: Background information & current status of the 269 Main Street Project
Importance: High

From: Scoville, Kim
Sent: April 20, 2018 8:14 AM
To: Laurencelle-Peace, Lisa <Lisa.Laurencelle-Peace@cbsa-asfc.gc.ca>; Wozny, Brad <Brad.Wozny@cbsa-asfc.gc.ca>
Subject: FW: Background information & current status of the 269 Main Street Project
Importance: High

From: Chenard, Charles
Sent: April 20, 2018 4:24 AM
To: Scoville, Kim <Kim.Scoville@cbsa-asfc.gc.ca>
Subject: Fw: Background information & current status of the 269 Main Street Project
Importance: High

Kim good morning.

I have asked Connie and Michelle to give an explanation for the fit up request of the 8th floor at 269 Main in Winnipeg and they have drafted the following analysis.

Connie called me to discuss the CARQ, she said she was calling on Charles behalf. I explained it all to her (again) and also advised he to talk to HQ Accommodations as we have been working with them on it for months.

The issue is cost and our space envelop deficit.

Cost is 32K annual for the lease for the 8th floor.

As you know as part of renewal I have drafted a national accommodation plan mostly focussed on the needs of the 4000 CBSA FTES in the nation's capital but it also includes leasehold improvements plans for the next 5 years in the regions.

One of the objectives is to release about 10K square metre of office space we have leased that is not recognized in our annual Base building budget.

As part of the fit up of 269 Main savings against this annual deficit was planned and it included the release of the 8th floor.

I believe this is accurate.

If I keep the 8th floor I am committing to space is over our base building budget and allocation and therefore I need to identify a sources of funds to fund the added space and report it against our current Vote 1 OM deficit which in 2017-2018 was north of (4M).

Before I commit to new space and because of recurring deficit I have been asked by CFO to report quarterly to senior management how I am managing the space deficit and bring forward for senior approval any new request so it can be reviewed for funding.

I suggest we take 5 minutes with Connie, Michelle and any other employee you judge needed to review this need and if we can find a solution that is mutually beneficial.

We are expected to vacate the 8th floor on May 31s and PSPC is asking me to confirm we are releasing space.

I am free this morning until 10h00 if you want to chat first thing when you arrive or from 1h30 to 2h30 pm you time in afternoon.

Cheers

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Michael, Connie <Connie.Michael@cbsa-asfc.gc.ca>

Sent: Thursday, April 19, 2018 7:02 PM

To: Chenard, Charles

Cc: Conde, Alexander; Taylor, Charles; Strub, Nathalie

Subject: FW: Background information & current status of the 269 Main Street Project

Good afternoon Charles –

I have attached the document outlining the scope of the original project and a bit of background on the project drivers etc. It was always the intent that the Region would give up the 5th, part of the 3rd and 8th floor space once the 269 Main Street project was complete.

The Region has submitted a revised IAR on March 20th, 2018. It has been identified that they must vacate the space (there is only one Director sitting on the 3rd floor space that is to be vacant) by April 30th, 2018 in order for PSPC to reclaim the space. Michelle confirmed that the EIOD Director is moving to the eighth floor on Monday of next week.

There is no risk in the client occupying the space on the 8th floor until they look at the options I

mention below. CBSA has the space on an OI until May 31st, ~~2018~~ 2019. Space has been recently painted and the carpets were cleaned under the project budget. Cabling and security requirements are still tied into CBSA systems. No cost to occupy space as is.

I have consulted with Alex in HQ, PSPC Regional folks and Michelle in the Region. The cost of the 269 Main Street project is over \$7M dollars (CBSA costs only) and 10 years in the planning. PSPC is not prepared to be flexible with changes in the scope of the original project and is anticipating that the space recapture will proceed.

BACKGROUND INFO for the existing project:

- The 269 Main Street project is nearing completion in 18/19 with many changes to the original scope. Over the ten years, yes. Over the construction year, no.
 - RDG office changed from Winnipeg to Harry Hays

- FTE count remains the same at 201 FTE's. (I have confirmed this with Michelle)
 - Currently yes, but I also advise her on the 11 new FTEs coming to EIOD this fiscal
- Total cost of the project (multi years) is approximately \$7.8M CBSA's portion and PSPC portion is approximately the same amount.

NEW PROJECT REQUEST FROM REGION FOR 8TH FLOOR

IAR was submitted to HQ for a new project at 269 Main Street to occupy the 8th floor for RPIB approval.

- In October 2017 Prairies Region submitted an IAR for a new project to occupy the 8th floor. Region resubmitted an IAR in March 2018.
 - EIOD Director position has been relocated to Winnipeg from Calgary. There are currently two Directors in Calgary – one for Trade and another Director on assignment to HQ but working in the Calgary office. When the fit-up was done at 269 Main Street it was for one office for the Director of CPSD.
 - EIOD occupies space in Calgary, Edmonton and Winnipeg (smaller group in Winnipeg). The largest group is in Calgary.
 - Region submitted a cost of approximately \$139K for fit-up and there will be rental costs of \$32K per year
- Region is requesting additional space on the 8th floor for the following 5 FTE's:
 - EIOD Director , and two FTE's for A-Base growth planned for EIOD in Alternatives to Detention and Temporary Foreign Worker program. This is not correct, I advised her the 5 FTEs are D, EA, SA, AD, Clerk and that EIOD would also need space for new A-base FTEs at least 5 in Winnipeg
 - The Assistant Director for EIOD is currently sitting on the 1st floor of 269 Main Street and he will move to the 8th floor
 - There is also a strategic advisor (within existing FTE count at 269 Main Street) for the EIOD Director

- o The space on the 8th floor of 269 Main Street is 111.1m² with a hard walled office existing.
- o This lease (occupancy instrument) expires in May 2019 and is reimbursing space as it exceeds CBSA entitlement.
- o Space meets the majority of CBSA security standards as it was occupied by CBSA training and learning group (card access, IT cabling, Server and Telecom)

OPTIONS TO EXPLORE:

- 1. Find space within the existing footprint to ensure CBSA is meeting the space envelope targets. EIOD is on the first floor so should the EIOD Director be located within his group and the Assistant Director space does not need to be relocated? This could be achieved but there are dominos, EIOD DO could go to 1 but AMM would need to move out so there will be costs associated with this.**
- 2. Look at Alternate work arrangements such as teleworking to accommodate the additional FTEs**
- 3. There are currently people who report to GTA working in the Region (two FTE's). They were previously allowed to work from home. Could they now consider the alternate work arrangements to accommodate the increase for EIOD. Not sure who this is.**
- 4. What is the long term plan for Training and Learning group? It was discussed that only training and learning would be in Rigaud and Chilliwack? What is their FTE count currently? T&L currently has six workstations on the third floor. Excluding T&L from Region space would free up space to move unit from first floor to third.**
- 5. There is space on the 3rd floor (not included in the new fit-up) that could be utilized as an office possibly. Right now HR has their files in prime real estate along windows. True.**
- 6. ICMS space has an office and maybe this function could be considered as alternate work arrangements? This location is not suitable for EIOD Director but mail room could be considered for HR file room and or ICMS office.**
- 7. CRA employees (I believe there are 3 FTE's) are sitting within CBSA space to support the IT requirements. Alternate work arrangements can be made for these employees to be off-site. There are two workstations for IT, there would be major impact to functionality if they were off site but they could be ABW.**
- 8. Michelle stated that the space was not fit-up for WI-FI and thus the reason why they cannot be flexible with workstations. PSPC is going to occupy space in this building and they are planning WI-FI connections for all clients and specifically for their needs. This will allow employees to work anywhere within the space. Wifi is part of the issue, we lack the technology for ABW, however it would certainly work for some of our areas, there are costs for the ABW fit-up as well.**

RECOMMENDATIONS:

- HQ not consider this project at this time due to other urgent accommodation projects within other Regions and limited Capital funding for 18/19. The risk that the estimate the Region provided is extremely low as costs will come in higher given that it is an accommodation project and requires PSPC & BGIS involvement. The CARQ would be a commitment for at least five years. It is also risky that the project can be completed by the timelines submitted in IAR. PSPC will not invest any accommodation dollars given that this is reimbursing space and client responsibility. I have confirmed this with PSPC.
- Region look at alternate work arrangements to accommodate the EIOD Director and support

staff on the first floor of 269 Main Street. To move an Assistant Director off the 1st floor and put them on 8 does not make sense as it leaves vacant space on 1st floor. Admin support and strategic advisor can sit in vacant workstations. There are no vacant workstations on 1 unless we displace AMM and move T&L to virtual.

- Admin & Materiel Management lost two staff members within their unit to Trade and BIZ who are located on the 2nd floor. This leaves vacant space on the first floor for EIOD FTE's. True but I never spoke to this so CM is getting information from unknown sources. TOD has a massive fit up, has consideration been given for virtual??
- PSPC wants the space on the 8th floor for their accommodation project currently in the works thus the pressure for CBSA to sign a CARQ. PSPC is in the midst of design phase for their project in this building.

If any questions Charles, please do not hesitate to contact Alex or myself for further details. Let me know if you require anything further.

Connie Michael

Manager/ Infrastructure and Environmental Operations Directorate / Comptrollership Branch
Canada Border Services Agency / Government of Canada 🇨🇦

connie.michael@cbsa-asfc.gc.ca/ Tel: (519) 967-4205/ TTY: 866-335-3237

Gestionnaire / Direction de l'infrastructure et des opérations environnementales

Agence des services frontaliers du Canada / Gouvernement du Canada 🇨🇦

connie.michael@cbsa-asfc.gc.ca / Tél : (519) 967-4205 /ATS : 866-335-3237

Pratt, Lisa

From: Smith, Janis
Sent: February 18, 2019 09:05 AM
To: CBSA.F Prairie RMC / CGR Prairie F.ASFC
Cc: Surminski, Brittany
Subject: FW: Telework Policy
Attachments: Telework Policy.pdf; FR_Telework Policy.pdf

Categories: Lisa Actioned

Hello,

Please find attached the CBSA telework policy that was endorsed by EC and takes effect April 1, 2019. Not for further distribution at this time as LRCD is currently develop guidelines, Q&As and a comms plan.

More information to come.

Thanks,
Janis

From: Burke, Julie
Sent: February 15, 2019 3:26 PM
To: McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>; MacPhee, Jennifer <Jennifer.MacPhee@cbsa-asfc.gc.ca>; Oslund, Jodi <Jodi.Oslund@cbsa-asfc.gc.ca>; Smith, Janis <Janis.Smith@cbsa-asfc.gc.ca>; Laurencelle-Peace, Lisa <Lisa.Laurencelle-Peace@cbsa-asfc.gc.ca>; Grewal, Jyoti <Jyoti.Grewal@cbsa-asfc.gc.ca>; Wright, Melinda <Melinda.Wright@cbsa-asfc.gc.ca>; Fortin, Lily-Claude <Lily-Claude.Fortin@cbsa-asfc.gc.ca>; Baxter, Shawna <Shawna.Baxter@cbsa-asfc.gc.ca>
Cc: Nasrallah, MichelN <MichelN.Nasrallah@cbsa-asfc.gc.ca>
Subject: Telework Policy

Please find attached the CBSA Telework Policy that was endorsed at EC yesterday. The Policy will not come into effect until April 1, 2019 with a phased in approach.

Over the coming weeks we will be developing guidelines, Q&As etc to support managers as well as a Comms plan.

Have a great weekend.

Julie Burke

Director, Workplace Issues Management
Canada Border Services Agency / Government of Canada
Julie.Burke@cbsa-asfc.gc.ca / Tel : 613-948-9840 Fax: 613-948-9838 / TTY : 866-335-3237

Directrice, Gestion des enjeux en milieu de travail
Agence des services frontaliers du Canada / Gouvernement du Canada

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Canada Border
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Alternate Work Arrangements

Telework Policy

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- *Relevant collective agreements*
- *Security Policy*
- *Appropriate Use of Electronic Networks*

Enquiries

Enquiries regarding this Policy should be forwarded to Labour Relations.



Canada Border
Services Agency

Agence des services
frontaliers du Canada



Régime de travail flexible

Politique sur le télétravail

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PROTECTION • SERVICE • INTEGRITY

Canada

Énoncé de politique

La présente politique de l'Agence des services frontaliers du Canada (ASFC) vise à appuyer les demandes de télétravail des employés, sous réserve de certaines conditions, lorsqu'il est possible d'accomplir la nature du travail sur le plan opérationnel et qu'il est rentable.

Date d'entrée en vigueur

La politique entre en vigueur le 1^{er} avril 2019 et elle doit être exécutée lorsque les critères de réussite sont en vigueur.

Préambule

L'ASFC s'est engagée à mettre en valeur le bien-être en milieu de travail ainsi qu'à faire place aux régimes de travail non conventionnels qui tiennent compte des progrès technologiques, de l'évolution de la culture du milieu de travail ainsi que de la sensibilisation croissante de la population à l'égard des répercussions environnementales et sociales des déplacements entre la maison et le travail. Le télétravail est un régime de travail flexible pouvant être utilisé par la direction, à sa discrétion, en fonction de ce qui précède. Cette option doit être réalisable sur le plan opérationnel et contribuer à l'atteinte des objectifs de l'organisation.

Le télétravail peut être avantageux tant pour l'organisation que pour les employés, notamment :

1. La capacité d'attirer et de maintenir en poste des employés hautement qualifiés;
2. Offrir diverses options pour équilibrer la vie professionnelle et la vie personnelle.

Objectif

Permettre aux employés de travailler à un autre endroit que le lieu de travail désigné, tout en continuant de contribuer à l'atteinte des objectifs organisationnels et à la rentabilité de l'ASFC.

Définitions

Gestionnaire déléataire – gestionnaire de l'ASFC de niveau 3.

Lieu de travail désigné – emplacement où l'employé devrait normalement travailler en l'absence d'une entente de télétravail.

Télétravail – régime de travail officiel convenu par écrit dans le cadre duquel un employé remplit une partie ou l'ensemble de ses fonctions ailleurs qu'au lieu de travail désigné, et ce, de façon uniforme et périodique (p. ex. une journée par semaine), tel que précisé dans une entente de télétravail. Cela ne comprend pas des événements ponctuels où un employé travaille à un endroit autre que le lieu de travail désigné.

Exigences de la politique

La participation au régime est facultative, c'est-à-dire qu'aucun membre du personnel ne peut être tenu de télétravailler. De même, le télétravail est un privilège et non un droit, et chaque cas sera traité séparément. Les critères de réussite devant être respectés avant la mise en œuvre d'une entente de télétravail sont les suivants :

- L'approbation des demandes de participation au télétravail d'une entente de télétravail sera traité séparément; ~~fera cas par cas;~~
- Les paramètres d'une telle entente doivent être consignés dans un *formulaire de demande de télétravail*;
- Une entente de télétravail doit être remplie et signée par l'employé et par le gestionnaire délégataire avant le début de l'entente de télétravail;
- Une copie de l'entente de télétravail doit être fournie à la Direction des relations de travail et de la rémunération;
- L'entente de télétravail doit être révisée à tous les six mois;
- L'entente de télétravail sera automatiquement révisée :
 - Si les priorités et les objectifs de travail ne sont pas respectés;
 - Conjointement avec le cycle de gestion du rendement;
 - À la demande de l'employé ou du gestionnaire délégataire;
 - En cas d'urgence, à la demande du gestionnaire délégataire.
- Les parties conviennent que les situations ponctuelles de télétravail ne sont pas visées par la présente Politique. De plus, le télétravail au titre de ladite politique ne doit pas servir à faciliter des obligations à temps plein en matière de soins familiaux (p. ex. s'occuper d'un membre de la famille malade; s'occuper d'enfants durant des journées de perfectionnement professionnel).

Avant l'approbation, et durant toute la durée de l'entente de télétravail, le gestionnaire délégataire doit veiller au respect et au maintien des conditions suivantes :

- La nature du travail à effectuer doit convenir au télétravail;
- Le travail à effectuer ne requiert pas l'impression de documents;
- Il est toujours possible de joindre l'employé par téléphone durant les heures de travail, conformément à l'entente de télétravail;
- Un seul appareil (politique d'un appareil) peut être fourni à l'employé pour le travail à effectuer au lieu de travail désigné et de télétravail;
- L'équipement requis doit être disponible;
- Les performances du travail effectué par télétravail peuvent être mesurées objectivement;
- La qualité et la quantité globales du travail effectué au lieu de télétravail doivent être soutenues et répondre pleinement aux attentes en matière de rendement;
- Le télétravail ne doit avoir aucune incidence défavorable quant à la prestation des services au public; à la clientèle;
- L'approbation du télétravail doit être rentable;
- Le matériel utilisé pour le télétravail doit être conforme aux politiques pertinentes de l'ASFC;

- Toutes les lois pertinentes, y compris la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite* sont respectés;
- Les modalités de responsabilité concernant la gestion de l'information au lieu de télétravail répondent aux exigences en matière de sécurité;
- La sécurité ou la protection de l'information et d'autres actifs de l'ASFC ne sont pas compromises par le lieu de télétravail;
- Il n'y a aucun problème de rendement ou de comportement;
- Il y a d'autres problèmes relativement au *Code de conduite* qui ne sont peut-être pas liés au télétravail, mais qui exigent le retour de l'employé au lieu de travail désigné.

Un manquement à ces exigences peut entraîner l'annulation de l'entente de télétravail.

L'une ou l'autre des parties peut mettre fin à une entente de télétravail en fournissant un préavis de quatre semaines. Lorsque la direction met fin à l'entente, le gestionnaire délégataire doit fournir par écrit à l'employé concerné les motifs de la fin à l'entente.

L'ASFC doit fournir à l'employé le matériel et les fournitures jugés nécessaires pour l'exécution des tâches attribuées.

Rôles et responsabilités

Le gestionnaire délégataire (superviseur) et l'employé en télétravail sont responsables de respecter leurs obligations respectives découlant de la Politique sur le télétravail et de l'entente connexe.

Gestionnaire délégataire

- Consulter, au besoin, les Relations de travail en cas de question sur les droits et obligations d'un employé en télétravail;
- S'assurer que l'employé satisfait aux conditions décrites dans la section des exigences de la Politique avant d'approuver une entente de télétravail, et que ces conditions sont respectées tout au long de l'entente;
- S'assurer que l'employé a pris connaissance de ses obligations quant à la Partie II du *Code Canadien du travail* et vérifier les conditions de travail de l'employé, afin d'identifier les préoccupations quant aux normes de santé et de sécurité;
- S'assurer que les formulaires de demande de télétravail sont envoyés à la Direction des relations de travail et de la rémunération. En cas de refus, le gestionnaire délégataire consignera ses motifs par écrit, à l'employé;
- Déterminer le matériel et les fournitures nécessaires pour exécuter les tâches attribuées;
- Prendre les mesures nécessaires en vue de l'installation, de l'entretien, de la réparation et de la récupération du matériel fourni (à la fin de l'entente de télétravail).

Employé

- Examiner et comprendre la présente politique, et s'y conformer;
- Respecter toutes les lois pertinentes, telles que la Partie II du *Code canadien du travail* et ses règlements connexes, les politiques, les lignes directrices, les modalités d'emploi, les conventions collectives et le *Code de conduite*;
- S'assurer que son lieu de télétravail :
 - Est un lieu de travail convenable, de sorte que l'employé pourra se conformer à la présente politique et à son entente de télétravail;
 - Est conforme aux règlements municipaux de zonage;
 - Satisfait aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application.
- Lors du télétravail, l'employé doit :
 - Satisfaire aux exigences en matière de santé et de sécurité énoncées dans la partie II du *Code canadien du travail* et ses règlements d'application;
 - Protéger tout renseignement de nature délicate ainsi que les actifs de l'ASFC et satisfaire à toutes les exigences de sécurité, conformément à la politique pertinente;
 - Payer les frais afférents liés au télétravail (p. ex. assurance, chauffage, eau, services Internet, etc.).
- Informer immédiatement le gestionnaire (superviseur) de toute exigence qui n'est plus satisfaite ou s'il soupçonne que cette exigence n'est plus satisfaite;
- Payer les frais afférents liés au mobilier de bureau (p. ex. bureau, chaise, table d'ordinateur, etc.) du lieu de télétravail.

Directeur général, Relations de travail et rémunération

- Fournir des conseils et de l'orientation sur la façon d'appliquer la présente politique;
- Fournir des rapports sur les ententes de télétravail en vigueur conformément à la présente politique;
- Évaluer et mettre à jour la présente politique à intervalles réguliers.=.

Surveillance et rapports

Les Relations de travail superviseront l'efficacité de la politique en évaluant l'utilisation qui est en est faite et la conformité avec les exigences de la politique.

Principaux ouvrages de référence

- *Code canadien du travail*
- *Code de conduite*
- *Conflit d'intérêts et après-mandat*
- *Politique sur la sécurité de l'information*
- *Politique sur l'utilisation des ressources électroniques*
- *Politique sur la sécurité des technologies de l'information (TI)*
- *Loi sur les relations de travail dans le secteur public fédéral*

- *Conventions collectives pertinentes*
- *Politique sur la sécurité*
- *Utilisation appropriée des réseaux électroniques*

Demandes de renseignements

Veillez faire parvenir toute demande de renseignements sur cette politique aux Relations de travail.

Pratt, Lisa

From: Wilmot, Karen
Sent: May 8, 2019 11:54 AM
To: Martin, Geoffrey; Macklin, Rhonda; Bartram, Christine; O'Bertos, Lyle; Davidson, Dan; Kane, Darryl; Glowa, Jessica; Duncan, Warren; Haeckel, Bethany
Cc: Axten, Bill; Choo, Weiwen; Klatt, Andrew; Conroy, Kristine; Valentine, Greg; Wozny, Brad
Subject: HHB Infrastructure - Next steps

Hi everyone,

To ensure that we are all on the same page regarding the HHB infrastructure situation, here is a quick update:

- Managers have reviewed requirements and have identified gaps – all managers
- Options have been proposed that include a combination of telework, desk sharing, new workstation installation, board room reconfiguration, alternate work locations – all managers
- Infrastructure is working with McCrums on design reconfiguration – Karen to follow up on status
- Request to be submitted to Infrastructure to look at fit up needs for Intel boardroom, Hearings room and 6th floor – Karen to submit new request
- Request for IT equipment needs is being submitted – Bill to submit this request
- Briefing with Brad on proposed options – Bill and Karen to participate and present proposed options
- Messaging for staff – Karen to draft a message for Brad to communicate to employees regarding the current status
- In the interim, we will still have some workspace pressures while we push this forward. For those in room 170 who do not have a desk, please speak to Christine, Geoff or Rhonda regarding vacant workstations in room 156. There is currently a vacant workstation, in addition, there are several employees who are working part time or are on extended leave.

Please let Bill and I know if you have any questions in the meantime.

Thanks,
Karen

Pratt, Lisa

From: Campbell, BrendaH
Sent: May 16, 2019 11:49 AM
To: Senkow, Cheryl; Wozny, Brad
Cc: Wilmot, Karen; Scott, Michael T; Pratt, Lisa
Subject: RE: HHB

Hi Cheryl,

I agree with the suggestion that Karen made; we have no formal telework agreements at this time. Otherwise, it gives a brief overview of our situation.

Thank you,

Brenda Campbell

A/Director, Trade Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
BrendaH.Campbell@cbsa-asfc.gc.ca / Tel: 587-475-4315 / TTY: 866-335-3237

Directrice intérimaire, Division des opérations commerciales, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
BrendaH.Campbell@cbsa-asfc.gc.ca / Tél: 587-475-4315 / ATS: 866-335-3237

From: Senkow, Cheryl <Cheryl.Senkow@cbsa-asfc.gc.ca>
Sent: May 16, 2019 9:45 AM
To: Wozny, Brad <Brad.Wozny@cbsa-asfc.gc.ca>; Campbell, BrendaH <BrendaH.Campbell@cbsa-asfc.gc.ca>
Cc: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>; Scott, Michael T <Michael.Scott@cbsa-asfc.gc.ca>; Pratt, Lisa <Lisa.Pratt@cbsa-asfc.gc.ca>
Subject: FW: HHB

Brad and Brenda,

As per Karen's recommendation, I am providing you with the HHB portion of the Scenario Note Regional Programs is preparing for the President's visit on May 22 to Calgary. Your review and any additional comments on content are most appreciated. As usual, we are under a tight timeframe and would appreciate your response no later than 11:30 CST (the sooner the better!) If we don't hear back, we will proceed with this content for submission to the RDGO. There may be additional revisions at that level.

Thanks kindly.

Cheryl Senkow

Regional Programs Officer / Operations Branch
Canada Border Services Agency / Government of Canada
Cheryl.Senkow@cbsa-asfc.gc.ca / Tel : 204-983-6325 / TTY : 1-866-335-3237

Agente régionale aux programmes / Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Cheryl.Senkow@cbsa-asfc.gc.ca / Tél. : 204-983-6325 / TTY : 1-866-335-3237

From: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>
Sent: May 16, 2019 10:36 AM
To: Scott, Michael T <Michael.Scott@cbsa-asfc.gc.ca>; Senkow, Cheryl <Cheryl.Senkow@cbsa-asfc.gc.ca>
Subject: Re: HHB

Hi Michael,

This is an accurate description of the situation. Great job capturing this Cheryl. I would just ask for one ammendment- please change telework to alternate work arrangements are under consideration. To my knowledge no formal telework arrangements are in place.

This will obviously need to also be reviewed by Brenda Campbell and Brad Wozny to ensure that they are in agreement with its content.

Thanks
Karen

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

From: "Scott, Michael T" <Michael.Scott@cbsa-asfc.gc.ca>
Date: 2019-05-16 9:26 AM (GMT-06:00)
To: "Senkow, Cheryl" <Cheryl.Senkow@cbsa-asfc.gc.ca>
Cc: "Wilmot, Karen" <Karen.Wilmot@cbsa-asfc.gc.ca>
Subject: RE: HHB

GREAT work Cheryl!

Karen, copied for you to review and advise/confirm.

Thanks,
Michael

From: Senkow, Cheryl <Cheryl.Senkow@cbsa-asfc.gc.ca>
Sent: May 16, 2019 10:17 AM
To: Scott, Michael T <Michael.Scott@cbsa-asfc.gc.ca>
Subject: HHB

Accommodations at Harry Hays Building, Calgary

In April 2017, CBSA Regional Operations including the Regional Director General's Office (RDGO), Enforcement and Intelligence Operations Division (EIOD), Trade Operations Division (TOD) and the employees of Corporate and Program Services Division (CPSD) were relocated to the Harry Hays Building (HHB) in Calgary, as part of a Deficit Reduction Action Plan initiative to consolidate space and comply with Workplace 2.0 requirements. In May 2017, employees brought forward concerns of health and safety issues and disruptions in the office related to vibrations and noise levels. Public Service and Procurement Canada (PSPC) was made aware of the issue. To ensure due diligence, and err on the side of caution, all employees were

relocated to alternate locations. Interim remediation work was completed between August 2017 and November 2018. PSPC did not investigate further as they consider the vibration and noise levels at the top level of the appropriate standard.

Employees from HHB were moved within CBSA's footprint to Calgary Airport and Calgary Commercial, as well as within unaffected space in EIOD and the 6th floor at HHB. In January 2019, non-Section 6 employees were moved from the Calgary Airport and Calgary Commercial offices back to HHB swing space which created significant accommodation pressures which are impacting employees. At this time, the space does not meet business and operational needs. Accommodation pressures are being managed with shared workstations and telework arrangements.

PSPC has confirmed there is no inventory in Calgary for CBSA to occupy temporarily and CBSA is not able to go to market for a lease due to the time and cost of the process. A long term accommodation strategy includes a swap of space from the 1st floor to the 4th floor while maintaining meeting rooms, the lunchroom and file bay in a portion of the current 1st floor space. PSPC provided a high level cost estimate of \$2.2M for this long-term concept on the 4th floor at HHB with a time to complete estimated at 18-24 months. Real Property West and HQ Accommodations will seek funding from FIMC in May 2019 and continue to work with PSPC to evolve the long-term concept. ***For further information, an Issue Fact Sheet is available**

Pratt, Lisa

From: Wilmot, Karen
Sent: May 21, 2019 11:53 AM
To: Wozny, Brad
Subject: FW: HH Workspace

Here you go. Numbers are on the bottom of the message.

We have only proceeded with the DFI lab conversion to the HRG desk and two travel desk employees. The remainder of the plan is on hold until we have approvals to proceed.

Thanks,
Karen

From: Wilmot, Karen
Sent: May 9, 2019 8:48 PM
To: Wozny, Brad <Brad.Wozny@cbsa-asfc.gc.ca>; Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>
Subject: RE: HH Workspace

Hi Brad and Bill,

Bill – I apologize that I ran out of time to get this out earlier, so please add in anything that I have missed or correct anything if I have not captured our discussions correctly.

Further to our meeting today, below are the matters that will require your attention and escalation:

- Infrastructure will need to provide an update and timeline on our footprint capacity beyond room 170 and room 156 – this is a priority as it influences all other planning. Specifically:
 - 6th floor lunchroom – confirm data lines installed, missing furniture
 - East side – will we have access to the lunch room, meeting rooms, and to the potential 17 workstations? If yes, when?
 - Management participation in a walk-through of the 4th floor space for future planning. We tentatively think that Intel and the OSU may be best suited for that move, but there will be some special space requirements that may complicate that plan
- Infrastructure advised that they will follow up with McCrums on design reconfiguration of the DFI room, Rhonda's desk and the S2 terminal to install new workstations – this is a priority as we need to have workplace for HRG on June 1st
- Infrastructure will be required to contact McCrums for an assessment of the Intel boardroom, Hearings room and document lab to determine what capacity they have to accommodate workstations, including data drops – this is also a priority, as this space is needed critically
- Infrastructure will need to also coordinate the following for the above spaces:
 - Identification and movement of furniture – recommend using the existing extra furniture from the vacated East side of the office
 - Coordination with IT and SSC on the data and phone line installs
 - Arranging for all contractors required to perform the work, including escorts as required
- To alleviate some immediate space pressures (need space for 19) the following steps can be taken:
 - All managers advised to check room 170 and room 156 when an employee who does not currently have a desk needs one as there are pockets of space due to employee absences

- CAD has confirmed that the airport authority will approve 6 EIOD employees at CIA (3 traffic and 3 commercial). Before this can happen, several steps are required:
 - Finalization of a project plan that will provide an appropriate level of management oversight and ensure program needs are delivered. Waiting for information from CAD on peak periods to best align with intel mandate.
 - Interpretation of NJC travel directive (traffic >16 km from HHB and commercial <16 km from HHB) – may incur significant costs OT or lose productivity for travel time, meals and transportation expenses
 - Work with LR/HR on communication to staff regarding entitlements
- Managers have identified areas that may support an alternate work arrangement like the Trade model (scheduled days in the office and at home)
 - Potential for AD's to share a work location and work from home – given that they manage a regional program, there could be a benefit to focusing on other areas. Would also ensure that there is always one AD on site
 - Potential for Hearings Officers to share work locations and work from home/IRB
 - Information not higher than Protected B – can transport and store in an approved container (secure briefcases or backpacks)
 - Potential for IA's share a work location and work from home
 - Information is all electronic and can work virtually
- To make these options viable there is a need for the following:
 - Procure sufficient numbers of approved transport containers – will do an inventory, but should only need a minimal number due to previous purchases
 - Procure IT equipment that can be used from home (laptops and any supporting hardware) and towers for all workstations
 - If approved for an alternate work arrangement laptop requirements are noted below. Current exercise underway to swap out laptops for those who cannot work from an alternate work location and to collect all unit laptops for re-assignment.
 - Hearings – 7 laptops
 - Guard Services – 1 laptop
 - OSU/IAU – 8 laptops
 - IO's – 6 laptops
 - Desk tops – TBD once Infrastructure confirms workstation capacity
- There will obviously be financial implications that stem from these measures, therefore we will need to secure a source of funding once the estimates are received. Local or EIOD budget, regional budget, or NHQ budget?
- Staff are seeking information, as such it is important to message to staff that concrete steps are being taken to address the situation.
 - We should send an immediate message out that advises the following:
 - A decision has been made and we will not be returning to the East side on a permanent basis. Mid-term option is to obtain space on the 4th floor, however this is a 12-24 month timeline to realize. Discussions are underway to formulate a viable interim solution.
 - We then need to provide an update as soon as any of the proposed options are approved and we have a timeline for their implementation
- It is important to note that these proposed options are the interim solution to address the immediate pressures which are having a significant negative impact on employee well-being and morale. There is need to continue to push forward with the mid-term option which includes movement to the 4th floor and, if required, additional space while a long term solution is sought

Thanks,
 Karen

From: Wozny, Brad
Sent: May 7, 2019 1:56 PM
To: Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>
Cc: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>; Choo, Weiwen <Weiwen.Choo@cbsa-asfc.gc.ca>
Subject: RE: HH Workspace

OK, looks good. I will want all of us to meet to discuss. I cant today. Perhaps tomorrow sometime. I also want all AD's present.

From: Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>
Sent: May 7, 2019 2:53 PM
To: Wozny, Brad <Brad.Wozny@cbsa-asfc.gc.ca>
Cc: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>; Choo, Weiwen <Weiwen.Choo@cbsa-asfc.gc.ca>
Subject: HH Workspace

Brad, just a heads-up we are going to start moving forward (slowly) with freeing up desk space for a couple employees. As of next week (Tuesday or Wednesday) Lyle O'Bertos will be moving to my office on the 6th floor and Karen and I will be sharing the desk I currently hold.

This will only free up 2 desks but it's a start.
 We are looking for a total of 19 new work spaces.

Karen and I will also be meeting with infrastructure next week to follow up on the following options –

- HRG Rep / Travel desks – 3 desks
- 6th floor – 3 - 4 desks
- Intel Board Room – 4 - 5 desks
- New Desk between Rhonda and Geoff – 1 desk
- Document Lab – 1 – 2 desks

Hearing Work at Home – 3 desks

If we are able to pull of the above together we should be ok as there are a couple options available with Intel O's and IA's.

Harry Hays Building

Unit	Desks Required
Guard Services	4
Hearings	17
OSU/IAU	22
Intel	8
Inland	35

Criminal Investigations	10
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Total # of Desks Required (as of June 1, 2019)	Desks Available	Additional Desks Required
96	77	19

Proposal	Space	Comments
HRG desk + 2 desks	Intel	
3 desks	S2 Terminal space	
1-2 desks	Document Lab	
1 desk	Between Geoff and Rhonda's desks	Workplace 2.0 setup
Determine # of data lines available for workstations	Hearings & Intel Boardrooms	
3 desks	6 th Floor Trade Lunchroom	Would require furniture immediately
1-2 desks	6 th Floor (Bill's Office)	
Work From Home: Assistant Directors Managers Hearings & OSU/IAU Staff	N/A	1-4 days a week/on rotation. Additional laptops required: Hearings – 7 Guard Services – 1 OSU/IAU – 8
Relocate Inland file bay to free up space for desks	Old Trade space	
Intel Officers working offsite	YYC Airport	Would free up a few desks in HHB Intel space

W.I.(Bill) Axten
Assistant Director, Enforcement and Intelligence – Enforcement and Intelligence Operations Division
Canada Border Services Agency / Government of Canada
Bill.Axten@cbsa-asfc.gc.ca / Tel: 587-475-4334 / TTY : 866-335-3237

Directeur adjoint, Division de l'exécution de la loi et du renseignement – Division des opérations de l'exécution de la loi et au renseignement
Agence des services frontaliers du Canada / Gouvernement du Canada
Bill.Axten@cbsa-asfc.gc.ca / Tél : 587-475-4334 / ATS : 866-335-3237

Pratt, Lisa

From: Pinto, Stephanie
Sent: January 24, 2018 11:32 AM
To: PRA_CBSA-ASFC_Hearings_Calgary_AllUsers
Subject: Stand-up meeting summary - 18 January 2018
Attachments: stand-up meeting minutes 18 January 2018.docx

Stephanie Pinto
Hearings Officer, Hearings and Appeals, Enforcement and Intelligence Operations Division
Canada Border Services Agency / Government of Canada
Stephanie.Pinto@cbsa-asfc.gc.ca / Tel: 587-475-4212 / Cell: 403-828-0095 / TTY: 866-335-3237

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® A question was asked about the working from home policy. It was noted that the Enforcement Manager was permitted to take files home for a few days for review. Dan responded that there is currently no telework policy and it is only allowed under special circumstances. The HQ policy has not been updated for many years and uses the Customs standard which requires a certain standard of home security. Permission may be granted under special situations such as Jordan having 60 files to get through.

Pratt, Lisa

From: Smith, Jean-Pierre
Sent: April 12, 2019 12:52 PM
To: Davidson, Dan
Cc: Choo, Weiwen; Wolski, Steven; Axten, Bill
Subject: RE: Deployment of Samsung S9+ Phones

Hello Dan.

Please let me know what you find out as I am curious how EIOD will respond to telework requests.

Thank You
Jean Pierre Smith

IT liaison officer, Operations Branch
Canada Border Services Agency / Government of Canada
Jean-Pierre.Smith@cbsa-asfc.gc.ca / Tel: 204-983-6996 / TTY: 866-335-3237

Agent de liaison TI, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Jean-Pierre.Smith@cbsa-asfc.gc.ca / Tél. : 204-983-6996/ ATS : 866-335-3237

From: Davidson, Dan
Sent: April 12, 2019 12:40 PM
To: Smith, Jean-Pierre
Cc: Choo, Weiwen ; Wolski, Steven ; Axten, Bill
Subject: RE: Deployment of Samsung S9+ Phones

Thank you,

I am unsure about the telework at this time, but you raise a good point. I will discuss further with Bill next week.

Dan

From: Smith, Jean-Pierre <Jean-Pierre.Smith@cbsa-asfc.gc.ca>
Sent: April 12, 2019 11:04 AM
To: Davidson, Dan <Dan.Davidson@cbsa-asfc.gc.ca>
Cc: Choo, Weiwen <Weiwen.Choo@cbsa-asfc.gc.ca>; Wolski, Steven <Steven.Wolski@cbsa-asfc.gc.ca>; Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>
Subject: RE: Deployment of Samsung S9+ Phones

Hello Dan.

I can cross reference the hearing officer distribution list and determine who has blackberry's. Once identified I would suggest we do the following:

1. - Order on call cell phones

2. Once received inform staff of the changes
3. Recover the blackberry's

Please let me know your thoughts if this is a solution you want to approach.

I also wanted to ask if Telework is something that your team will soon be looking into as this may impact your plans.

Thank You
Jean Pierre Smith

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Jean-Pierre.Smith@cbsa-asfc.gc.ca / Tél. : 204-983-6996/ ATS : 866-335-3237

From: Smith, Jean-Pierre <Jean-Pierre.Smith@cbsa-asfc.gc.ca>

Sent: April 3, 2019 8:03 AM

To: Duncan, Warren <Warren.Duncan@cbsa-asfc.gc.ca>; Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>; Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>; O'Bertos, Lyle ; Davidson, Dan <Dan.Davidson@cbsa-asfc.gc.ca>; Martin, Geoffrey <Geoffrey.Martin@cbsa-asfc.gc.ca>; Bartram, Christine <Christine.Bartram@cbsa-asfc.gc.ca>; Kane, Darryl <Darryl.Kane@cbsa-asfc.gc.ca>; Haeckel, Bethany <Bethany.Haeckel@cbsa-asfc.gc.ca>; Conroy, Kristine <Kristine.Conroy@cbsa-asfc.gc.ca>; Valentine, Greg <Greg.Valentine@cbsa-asfc.gc.ca>; Barry, Curtis <Curtis.Barry@cbsa-asfc.gc.ca>; Wong, Janie <Janie.Wong@cbsa-asfc.gc.ca>; Kreller, Darren <Darren.Kreller@cbsa-asfc.gc.ca>; Wozny, Brad <Brad.Wozny@cbsa-asfc.gc.ca>; Scott, Michael T <Michael.Scott@cbsa-asfc.gc.ca>; Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>; Barnabe, Marnie <Marnie.Barnabe@cbsa-asfc.gc.ca>; Klatt, Andrew <Andrew.Klatt@cbsa-asfc.gc.ca>; McEvoy, Pat <Pat.McEvoy@cbsa-asfc.gc.ca>; Stefaniuk, Richard

<Richard.Stefaniuk@cbsa-asfc.gc.ca>

Cc: Pratt, Lisa <Lisa.Pratt@cbsa-asfc.gc.ca>; Andres, Philip <Philip.Andres@cbsa-asfc.gc.ca>

Subject: Deployment of Samsung S9+ Phones

Hello Everyone

You will soon receive a Samsung S9+ as a replacement for your existing Blackberry Smart phone. Given the significant difference between these devices I wanted to make you aware of a number of new features and remind you of our current device policies.

Policies:

- [Operating Standard on the Acceptable User of Cellular Devices V2.0](#)
- [Policy on Acceptable Network and Device Use](#)
- [Guideline on Acceptable Network and Device Use](#)

New Features:

- Support for BBM. This is the preferred GoC messaging application. Please use the following link to sign up for access. [Click here for more info](#)
- Android phones use Knox to separate the system into a work area and a personal area. This allows for you to install applications such as Google Maps in your personal area while still having a secure area for work email.
- Encrypted email support. You can read/reply to encrypted email
- Word and Excel Support
- Fingerprint reader support to unlock your device (password needs to be entered every 72 hours)
- Built in Wi-Fi Hotspot (Data limits are still in place)
- Bluetooth is enabled by default but should be limited to scenarios where you cannot hold the phone. (Such as driving)

Limitations:

- Calendar attachments cannot be viewed on your smartphone
- Apollo is not currently accessible.

Other Resources:

- [Using an Android Device](#)

Thank You

Jean Pierre Smith

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Jean-Pierre.Smith@cbsa-asfc.gc.ca / Tél. : 204-983-6996/ ATS : 866-335-3237

Pratt, Lisa

From: Davidson, Dan
Sent: April 23, 2019 04:51 PM
To: Bartram, Christine; Martin, Geoffrey; Macklin, Rhonda; O'Bertos, Lyle; Haeckel, Bethany; Kane, Darryl; Duncan, Warren
Cc: Axten, Bill; Wilmot, Karen
Subject: RE: HHB re-configuration - plan due by noon Friday April 26th
Attachments: Floor plan numbered with phasing.pdf

This might work.

I am away from the office on Thursday, returning on Friday. The only thing I ask, is that if we charge ahead with this idea, is that Hearings is located in one section or corner of the office, together, rather than the hodgepodge that I am currently living with.

Without extra space, this is an exercise in futility. I might be able to have about 3-4 HO's work from home and share desks, if IT will provide me with some of the laptops I requested last year, or those that were promised three years ago. I am currently down a few positions that I need to backfill ASAP. If we do not expand the office space by a minimum of 3-4 for hearings. I will need to look at other options, such as work from home.

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In my opinion, leave things as they are. This exercise feels like a distraction technique that does nothing to address the elephant in the room. It will only serve to highlight the inadequacies of our current situation further. Staff have reluctantly accepted the current situation, believing that it will be resolved. This will only serve to annoy everyone further and it will appear as if this is the permanent solution. Let's put our efforts into resolving the issue and getting us back to a functioning office with the appropriate amount of space to meet our operational needs.

If you would like to meet tomorrow afternoon, I am available. I will be in the office on Friday.

Dan Davidson
 Regional Program Manager, Hearings and Appeals, Enforcement and Intelligence Operations Division
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From: Bartram, Christine
Sent: April 23, 2019 3:10 PM
To: Martin, Geoffrey ; Macklin, Rhonda ; O'Bertos, Lyle ; Davidson, Dan ; Haeckel, Bethany ; Kane, Darryl ; Duncan, Warren
Subject: RE: HHB re-configuration - plan due by noon Friday April 26th

Who has an electronic version of the floor plan?

Christine Bartram
Manager, Enforcement and Intelligence Operations Division
Canada Border Services Agency / Government of Canada
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Agence des services frontaliers du Canada / Gouvernement du Canada
Christine.Bartram@cbsa-asfc.gc.ca / Tél: 587-475-4355 / Cell : / ATS: 866-335-3237

From: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>
Sent: April 23, 2019 2:57 PM
To: Martin, Geoffrey <Geoffrey.Martin@cbsa-asfc.gc.ca>; Macklin, Rhonda <Rhonda.Macklin@cbsa-asfc.gc.ca>; Bartram, Christine <Christine.Bartram@cbsa-asfc.gc.ca>; O'Bertos, Lyle ; Davidson, Dan <Dan.Davidson@cbsa-asfc.gc.ca>; Haeckel, Bethany <Bethany.Haeckel@cbsa-asfc.gc.ca>; Kane, Darryl <Darryl.Kane@cbsa-asfc.gc.ca>; Duncan, Warren <Warren.Duncan@cbsa-asfc.gc.ca>
Cc: Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>; Klatt, Andrew <Andrew.Klatt@cbsa-asfc.gc.ca>; Valentine, Greg <Greg.Valentine@cbsa-asfc.gc.ca>
Subject: HHB re-configuration - plan due by noon Friday April 26th
Importance: High

Hi HHB management team,

In light of the need to identify a suitable workspace for the HRG representative, there will be a need to re-configure the space in room 156. Brad, Bill and I are in agreement that we will use this as an opportunity to re-configure the existing EIOD footprint at HHB. Please sit down as a management team with the floor plan to determine how best to place our employees to meet operational needs without increasing our space allocation.

Given that our timelines are tight, please have a plan ready for us to review by noon on Friday, April 26th.

Thanks,
Karen

Pratt, Lisa

From: Wilmot, Karen
Sent: April 25, 2019 01:23 PM
To: Davidson, Dan; Bartram, Christine; Martin, Geoffrey; Macklin, Rhonda; O'Bertos, Lyle; Haeckel, Bethany; Kane, Darryl; Duncan, Warren
Cc: Axten, Bill; Klatt, Andrew; Valentine, Greg
Subject: UPDATE - RE: HHB re-configuration - plan due by noon Friday April 26th
Importance: High

Hello HHB team,

For those who may not already be aware, the RDG just had a meeting with the OHS committee. A decision has been made that we will not be relocating to the East side of the office. A message will be coming out to all employees shortly.

In light of this announcement, we need to look at the EIOD needs for the next 24 months. This tasking will therefore become more comprehensive and that you spend next week working on this in order to present me and Bill with a proposal that addresses the following:

- Getting our work units seated into functional areas, rather than having our employees dispersed throughout HHB
- Clearly identify our current seating needs (e.g. current employees, funded planned hires (including FB 01's, HRG rep, TFW funded positions, current vacant positions), and students)
- Articulate known future growth in the next 24 months that may not be captured above
- Telework and working from alternate work locations (e.g. Calgary airport for IO's) can all be considered provided there is a clear plan for appropriate management oversight and to ensure that our work towards 3I integration is not compromised.
- Identify other needs (e.g. special purpose space, meeting rooms, etc.)

This exercise will allow us to maximize our existing footprint and determine what additional space requirements are needed. Once we have a clear picture on these needs, Bill and I will work with Brad and Infrastructure to develop a plan of action.

While this will still take some time to get us to an ideal state, please be aware that this is a significant and positive development for a decision to have been made on the space and it will allow us to now move forward.

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Subject: RE: HHB re-configuration - plan due by noon Friday April 26th

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Christine Bartram

Gestionnaire, Division des opérations de l'exécution de la loi et du renseignement

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Cc: Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>; Klatt, Andrew <Andrew.Klatt@cbsa-asfc.gc.ca>; Valentine, Greg <Greg.Valentine@cbsa-asfc.gc.ca>

Subject: HHB re-configuration - plan due by noon Friday April 26th

Importance: High

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Thanks,
Karen

Pratt, Lisa

From: Davidson, Dan
Sent: May 1, 2019 10:00 AM
To: King, Catherine; Osterling, Tony; Holden, Natalie; Stathakos, Pete; Braden, Cheryl; Swainson, Tristan; Watson, Shannon
Subject: Work from home possibility

Greetings,

It appears that there is no immediate or permanent solution to our infrastructure challenges. Management is considering numerous options, that include the possibility to work from home.

The ability to work from home may be an option for RPD and IAD Hearings Officers. This would involve having an assigned laptop and secure briefcase. You would be expected to bring the case and laptop back and forth. There will be 2 people sharing a desk with a docking station. Thus you would be expected to be in the office for 2 and 3 days a week. Recognizing that this option will not work for all staff, depending largely on your own personal circumstances and working preferences, we are seeking volunteers. At this stage it is being considered as an option amongst others, but no final decisions have been made. In order to access the feasibility of such an option, I will need to understand how many may be able to work from home.

Please let me know by 9AM tomorrow if you are able and willing to work from home for 2 or 3 days a week.

Dan Davidson
Regional Program Manager, Justice Liaison Officer, Hearings and Appeals, Enforcement and Intelligence
Operations Division
Canada Border Services Agency / Government of Canada
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Pratt, Lisa

Subject: Follow-Up | HHB Re-Configuration
Location: Rm 104.5A | Boardroom across the hall

Start: Thu 2019-05-02 12:00 PM
End: Thu 2019-05-02 01:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Choo, Weiwen
Required Attendees: Martin, Geoffrey; Davidson, Dan; Bartram, Christine; Macklin, Rhonda; O'Bertos, Lyle; Haeckel, Bethany; Kane, Darryl; Duncan, Warren
Optional Attendees: Axten, Bill; Wilmot, Karen; Valentine, Greg

Follow-up meeting to Tuesday's discussion.

Please note: Meeting location is in **Rm 104.5A** (boardroom across the hall)

From: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>
Sent: April 25, 2019 12:23 PM
To: Davidson, Dan <Dan.Davidson@cbsa-asfc.gc.ca>; Bartram, Christine <Christine.Bartram@cbsa-asfc.gc.ca>; Martin, Geoffrey <Geoffrey.Martin@cbsa-asfc.gc.ca>; Macklin, Rhonda <Rhonda.Macklin@cbsa-asfc.gc.ca>; O'Bertos, Lyle ; Haeckel, Bethany <Bethany.Haeckel@cbsa-asfc.gc.ca>; Kane, Darryl <Darryl.Kane@cbsa-asfc.gc.ca>; Duncan, Warren <Warren.Duncan@cbsa-asfc.gc.ca>
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Importance: High

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Importance: High

Hi HHB management team,

In light of the need to identify a suitable workspace for the HRG representative, there will be a need to re-configure the space in room 156. Brad, Bill and I are in agreement that we will use this as an opportunity to re-configure the existing EIOD footprint at HHB. Please sit down as a management team with the floor plan to determine how best to place our employees to meet operational needs without increasing our space allocation.

Given that our timelines are tight, please have a plan ready for us to review by noon on Friday, April 26th.

Thanks,
Karen

Pratt, Lisa

From: Davidson, Dan
Sent: May 3, 2019 02:46 PM
To: Choo, Weiwen
Subject: RE: HHB Reconfiguration

Yes, correct. 17 spaces, if are not counting students. 18 if we count the students.

Thank you,
 Dan

From: Choo, Weiwen
Sent: May 2, 2019 3:49 PM
To: Martin, Geoffrey ; Macklin, Rhonda ; Davidson, Dan ; Haeckel, Bethany ; Bartram, Christine ; Duncan, Warren ; O'Bertos, Lyle
Cc: Valentine, Greg
Subject: HHB Reconfiguration

Good afternoon, Managers!

As per our discussion, please review the below numbers and proposals for the reconfiguration of our HHB space and let me know if any additions or amendments need to be made.

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1 desk	Between Geoff and Rhonda's desks	Workplace 2.0 setup
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3 desks	6 th Floor Trade Lunchroom	Would require furniture immediately
1-2 desks	6 th Floor (Bill's Office)	
Work From Home: Assistant Directors Managers Hearings & OSU/IAU Staff	N/A	1-4 days a week/on rotation. Additional laptops required: Hearings – 7 Guard Services – 1 OSU/IAU – 8
Relocate Inland file bay to free up space for desks	Old Trade space	
Intel Officers working offsite	YYC Airport	Would free up a few desks in HHB Intel space

Thank you ☺

Weiwen Choo

Administrative Assistant to Assistant Director W.I. Bill Axten,
Enforcement and Intelligence Operations Division
Canada Border Services Agency/Government of Canada
Weiwen.Choo@cbsa-asfc.gc.ca /Tel: 587-475-6304

Pratt, Lisa

From: Davidson, Dan
Sent: May 7, 2019 02:49 PM
To: Axten, Bill
Subject: FW: HHB Reconfiguration

From: Choo, Weiwen
Sent: May 2, 2019 3:49 PM
To: Martin, Geoffrey ; Macklin, Rhonda ; Davidson, Dan ; Haeckel, Bethany ; Bartram, Christine ; Duncan, Warren ; O'Bertos, Lyle
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Weiwen.Choo@cbsa-asfc.gc.ca /Tel: 587-475-6304

Pratt, Lisa

From: Davidson, Dan
Sent: May 7, 2019 03:41 PM
To: Axten, Bill
Subject: FW: Minutes- May 7, 2019
Attachments: Minutes- May 7, 2019.docx

Categories: Red Category

FYI.

From: Sikand, Damini
Sent: May 7, 2019 10:43 AM
To: Davidson, Dan
Subject: Minutes- May 7, 2019

Good morning, Dan!

Please see attached the above-noted.

Thank you,

Damini Sikand
A/Enforcement Assistant, Hearings and Appeals, Enforcement and Intelligence Operations Division
Canada Border Services Agency / Government of Canada
Damini.Sikand@cbsa-asfc.gc.ca / Tel : 587-475-4219

Adjointe à l'exécution de la Loi, Section des audiences et d'appels, Division des opération de l'exécution de la loi et du
renseignement
Agence des service frontaliers du Canada / Gouvernement du Canada
Damini.Sikand@cbsa-asfc.gc.ca / Tél: 587-475-4219

Canada

Pratt, Lisa

From: Davidson, Dan
Sent: May 16, 2019 11:27 AM
To: Misanchuk, Cynthia
Subject: RE: OHS Recommendation for Two year Plan pending fourth floor availability.

I do not. I will speak with her. Again on this. Sorry she bothered you with this.

From: Misanchuk, Cynthia
Sent: May 16, 2019 10:26 AM
To: Davidson, Dan
Subject: FW: OHS Recommendation for Two year Plan pending fourth floor availability.
Importance: High

Morning Dan,

The RDG was explicit on what was going to happen and that nothing is definite. I am forwarding my response to your officer who is also on the OSH committee. I am not moving forward with any response as this is not an OSH issue.

Thanks if you have any different thoughts let me know.

Cynthia R.C. Misanchuk, B.Comm.

Manager, Regional Programs, Trade Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
cynthia.misanchuk@cbsa-asfc.gc.ca / Tel : 587-475-4281/ TTY: 1-866-335-3237

Gestionnaire des programmes régionaux, Division des opérations liées aux échanges commerciaux, Direction générale des opérations

Agence des services frontaliers du Canada/ Gouvernement du Canada
cynthia.misanchuk@cbsa-asfc.gc.ca / Tél. :587-475-4281 / ATS : 1-866-335-3237

From: Misanchuk, Cynthia
Sent: May 15, 2019 11:25 AM
To: Watson, Shannon <Shannon.Watson@cbsa-asfc.gc.ca>; Zelisko, Darryl <Darryl.Zelisko@cbsa-asfc.gc.ca>
Subject: RE: OHS Recommendation for Two year Plan pending fourth floor availability.

I am sorry I think this a facilities issue not an issue to be addressed through OSH.

Cynthia R.C. Misanchuk, B.Comm.

Manager, Regional Programs, Trade Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada

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cynthia.misanchuk@cbsa-asfc.gc.ca / Tél. :587-475-4281 / ATS : 1-866-335-3237

From: Watson, Shannon <Shannon.Watson@cbsa-asfc.gc.ca>

Sent: May 8, 2019 10:42 AM

To: Misanchuk, Cynthia <Cynthia.Misanchuk@cbsa-asfc.gc.ca>; Zelisko, Darryl <Darryl.Zelisko@cbsa-asfc.gc.ca>

Subject: OHS Recommendation for Two year Plan pending fourth floor availability.

Add data lines to:

Room/Cubicle Use Number of lines required

166.3 (Old Hearings Room) RIPC /Student/Project 4

B100 Hallway Project/Student 2

B-103 Hallway Project/ Student 2

B-101 Hearings Hot Desk 1

B-104 Hearings Hot Desk 1

B-107 Hearings Hot Desk 1

B-110 Hearings Hot Desk 1

D-114 CID 1

D-115 CID 1

185.3 Document Lab 2

180.3 DFI lab 4

These additional data and electrical would allow in the next two years adequate spacing for students, projects, and hot desk options for work from home capabilities.

The positions selected are mostly window areas that are larger than the 2.0 compliance requirement.

With the addition of these data lines it would then be recommend that the following moves take place:

1. OSU/Travel desk/HRG (6)
2. CID and their file cabinets move to room 180, next to their cage and boardroom/case work room. (14 – 18 work spaces) Possible additional data lines can be run to DFI lab (4 additional)
3. Hearings to move with (dascos to B101-112) (16 work spaces)
4. Guard Services (B140-B141) cubicles immediately outside cell hallway. Maintain Guard/escort room
5. Inland Enforcement
Maintain meeting room for two students, move clerical staff next to file bay (35 work stations plus 4 hallway work desks) possible 12 additional in file bay area.
6. Maintain Inland Enforcement File Bay in current location unless footprint across the hall allows for space requirements. Space requirement can be reduced with an archiving/data integrity/electronic use project.

This plan requires the least amount of moving of units for the “two year” plan. It is formulated for the flow of the work units and access to their required files and chain of evidence requirements.

If the Inland File bay can be moved to the green zone of room 169 it would allow the placement of an additional 12 data lines into that area for future use.

Cynthia/Darryl

Please feel free to critique, delete and or move on up the food chain if you wish.

Thanks

Shannon

Employee OHS rep

Brodeur, Julie

From: Choo, Weiwen
Sent: May 7, 2019 01:11 PM
To: Axten, Bill; Wilmot, Karen
Subject: FW: HHB Reconfiguration

FYI – Updated numbers & proposals.

From: Choo, Weiwen
Sent: May 2, 2019 3:49 PM
To: Martin, Geoffrey <Geoffrey.Martin@cbsa-asfc.gc.ca>; Macklin, Rhonda <Rhonda.Macklin@cbsa-asfc.gc.ca>; Davidson, Dan <Dan.Davidson@cbsa-asfc.gc.ca>; Haeckel, Bethany <Bethany.Haeckel@cbsa-asfc.gc.ca>; Bartram, Christine <Christine.Bartram@cbsa-asfc.gc.ca>; Duncan, Warren <Warren.Duncan@cbsa-asfc.gc.ca>; O'Bertos, Lyle <Lyle.O'Bertos@cbsa-asfc.gc.ca>
Cc: Valentine, Greg <Greg.Valentine@cbsa-asfc.gc.ca>
Subject: HHB Reconfiguration

Good afternoon, Managers!

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Weiwen Choo

Administrative Assistant to Assistant Director W.I. Bill Axten,
Enforcement and Intelligence Operations Division
Canada Border Services Agency/Government of Canada
Weiwen.Choo@cbsa-asfc.gc.ca /Tel: 587-475-6304

Brodeur, Julie

From: Axten, Bill
Sent: May 7, 2019 03:53 PM
To: Wozny, Brad
Cc: Wilmot, Karen; Choo, Weiwen (Weiwen.Choo@cbsa-asfc.gc.ca)
Subject: HH Workspace

Brad, just a heads-up we are going to start moving forward (slowly) with freeing up desk space for a couple employees. As of next week (Tuesday or Wednesday) Lyle O'Bertos will be moving to my office on the 6th floor and Karen and I will be sharing the desk I currently hold.

This will only free up 2 desks but it's a start.
 We are looking for a total of **19** new work spaces.

Karen and I will also be meeting with infrastructure next week to follow up on the following options –

- HRG Rep / Travel desks – 3 desks
- 6th floor – 3 - 4 desks
- Intel Board Room – 4 - 5 desks
- New Desk between Rhonda and Geoff – 1 desk
- Document Lab – 1 – 2 desks

Hearing Work at Home – 3 desks

If we are able to pull of the above together we should be ok as there are a couple options available with Intel O's and IA's.

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W.I.(Bill) Axten

Assistant Director, Enforcement and Intelligence – Enforcement and Intelligence Operations Division

Canada Border Services Agency / Government of Canada

Bill.Axten@cbsa-asfc.gc.ca / Tel: 587-475-4334 / TTY : 866-335-3237

Directeur adjoint, Division de l'exécution de la loi et du renseignement – Division des opérations de l'exécution de la loi et au renseignement

Agence des services frontaliers du Canada / Gouvernement du Canada

Bill.Axten@cbsa-asfc.gc.ca / Tél : 587-475-4334 / ATS : 866-335-3237

Brodeur, Julie

From: Wilmot, Karen
Sent: May 9, 2019 10:48 PM
To: Wozny, Brad; Axten, Bill
Subject: RE: HH Workspace

Hi Brad and Bill,

Bill – I apologize that I ran out of time to get this out earlier, so please add in anything that I have missed or correct anything if I have not captured our discussions correctly.

Further to our meeting today, below are the matters that will require your attention and escalation:

- Infrastructure will need to provide an update and timeline on our footprint capacity beyond room 170 and room 156 – this is a priority as it influences all other planning. Specifically:
 - 6th floor lunchroom – confirm data lines installed, missing furniture
 - East side – will we have access to the lunch room, meeting rooms, and to the potential 17 workstations? If yes, when?
 - Management participation in a walk-through of the 4th floor space for future planning. We tentatively think that Intel and the OSU may be best suited for that move, but there will be some special space requirements that may complicate that plan
- Infrastructure advised that they will follow up with McCrums on design reconfiguration of the DFI room, Rhonda's desk and the S2 terminal to install new workstations – this is a priority as we need to have workplace for HRG on June 1st
- Infrastructure will be required to contact McCrums for an assessment of the Intel boardroom, Hearings room and document lab to determine what capacity they have to accommodate workstations, including data drops – this is also a priority, as this space is needed critically
- Infrastructure will need to also coordinate the following for the above spaces:
 - Identification and movement of furniture – recommend using the existing extra furniture from the vacated East side of the office
 - Coordination with IT and SSC on the data and phone line installs
 - Arranging for all contractors required to perform the work, including escorts as required
- To alleviate some immediate space pressures (need space for 19) the following steps can be taken:
 - All managers advised to check room 170 and room 156 when an employee who does not currently have a desk needs one as there are pockets of space due to employee absences
 - CAD has confirmed that the airport authority will approve 6 EIOD employees at CIA (3 traffic and 3 commercial). Before this can happen, several steps are required:
 - Finalization of a project plan that will provide an appropriate level of management oversight and ensure program needs are delivered. Waiting for information from CAD on peak periods to best align with intel mandate.
 - Interpretation of NJC travel directive (traffic >16 km from HHB and commercial <16 km from HHB) – may incur significant costs OT or lose productivity for travel time, meals and transportation expenses
 - Work with LR/HR on communication to staff regarding entitlements
 - Managers have identified areas that may support an alternate work arrangement like the Trade model (scheduled days in the office and at home)
 - Potential for AD's to share a work location and work from home – given that they manage a regional program, there could be a benefit to focusing on other areas. Would also ensure that there is always one AD on site

- Potential for Hearings Officers to share work locations and work from home/IRB
 - Information not higher than Protected B – can transport and store in an approved container (secure briefcases or backpacks)
 - Potential for IA's share a work location and work from home
 - Information is all electronic and can work virtually
- To make these options viable there is a need for the following:
 - Procure sufficient numbers of approved transport containers – will do an inventory, but should only need a minimal number due to previous purchases
 - Procure IT equipment that can be used from home (laptops and any supporting hardware) and towers for all workstations
 - If approved for an alternate work arrangement laptop requirements are noted below. Current exercise underway to swap out laptops for those who cannot work from an alternate work location and to collect all unit laptops for re-assignment.
 - Hearings – 7 laptops
 - Guard Services – 1 laptop
 - OSU/IAU – 8 laptops
 - IO's – 6 laptops
 - Desk tops – TBD once Infrastructure confirms workstation capacity
- There will obviously be financial implications that stem from these measures, therefore we will need to secure a source of funding once the estimates are received. Local or EIOD budget, regional budget, or NHQ budget?
- Staff are seeking information, as such it is important to message to staff that concrete steps are being taken to address the situation.
 - We should send an immediate message out that advises the following:
 - A decision has been made and we will not be returning to the East side on a permanent basis. Mid-term option is to obtain space on the 4th floor, however this is a 12-24 month timeline to realize. Discussions are underway to formulate a viable interim solution.
 - We then need to provide an update as soon as any of the proposed options are approved and we have a timeline for their implementation
- It is important to note that these proposed options are the interim solution to address the immediate pressures which are having a significant negative impact on employee well-being and morale. There is need to continue to push forward with the mid-term option which includes movement to the 4th floor and, if required, additional space while a long term solution is sought

Thanks,
 Karen

From: Wozny, Brad
Sent: May 7, 2019 1:56 PM
To: Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>
Cc: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>; Choo, Weiwen <Weiwen.Choo@cbsa-asfc.gc.ca>
Subject: RE: HH Workspace

OK, looks good. I will want all of us to meet to discuss. I cant today. Perhaps tomorrow sometime. I also want all AD's present.

From: Axten, Bill <Bill.Axten@cbsa-asfc.gc.ca>
Sent: May 7, 2019 2:53 PM
To: Wozny, Brad <Brad.Wozny@cbsa-asfc.gc.ca>
Cc: Wilmot, Karen <Karen.Wilmot@cbsa-asfc.gc.ca>; Choo, Weiwen <Weiwen.Choo@cbsa-asfc.gc.ca>
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Directeur adjoint, Division de l'exécution de la loi et du renseignement – Division des opérations de l'exécution de la loi et au renseignement

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